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ECLAC

FINAL ASSESSMENT REPORT

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ASSESSMENT OF DEVELOPMENT ACCOUNT PROJECT 1819 AI

Leaving no one behind in Latin America and the Caribbean: strengthening institutions for social policy coherence and integration to foster equality

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This report was prepared by Christine Bosch, an external consultant, who led the evaluation. Ms. Bosch worked under the overall guidance of Raúl García-Buchaca, Deputy Executive Secretary for Management and Programme Analysis of the Economic Commission for Latin America and the Caribbean (ECLAC), and Sandra Manuelito, Chief of the Programme Planning and Evaluation Unit of ECLAC; and under the direct supervision of Anne-Sophie Samjee, Programme Management Officer, who provided strategic and technical guidance, coordination and methodological and logistical support. The assessment also benefited from the assistance of Paula Muñoz Gilloux, Programme Management Assistant.

The evaluator is grateful for this support and for the support provided by the project partners at ECLAC, who were represented in the Evaluation Reference Group. The evaluator is very grateful for the time and collaboration of the consultants and national officials who agreed to be interviewed. Warm thanks go to the programme managers of ECLAC for their cooperation throughout the evaluation process and their assistance in the review of the report.

All comments on the evaluation report by the Evaluation Reference Group and the evaluation team of the Programme Planning and Evaluation Unit were considered by the evaluator and duly addressed, where appropriate, in the final text of the report. The views expressed in this report are those of the author and do not necessarily reflect the views of the Commission.

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ACRONYMS

ACRONYM	DEFINITION
CELADE	The Latin American and Caribbean Demographic Centre, Population Division of ECLAC (Centro Latinoamericano y Caribeño de Demografía)
CEPAL	Comisión Económica para Latinoamerica y el Caribe
CEPALC	Commission Économique pour l'Amérique Latine et les Caraïbes
CSO	Civil society organization
EA	Expected accomplishments
ECLAC	Economic Commission for Latin America and the Caribbean
FAO	Food and Agriculture Organization of the United Nations
IA	Indicator of achievement
IDB	Inter-American Development Bank
ILPES	The Latin American and Caribbean Institute for Economic and Social Planning, ECLAC (Instituto Latinoamericano y del Caribe de Planificación Económica y Social)
LNOB	Leave no one behind
MAST	Ministry of Social Affairs and Labour, Haiti (Ministère des Affaires Sociales et du Travail)
MDS	Ministry of Social Development, Paraguay (Ministerio de Desarrollo Social)
MIDES	Ministry of Social Development, Panama and Ministry of Social Development, Guatemala (Ministerio de Desarrollo Social)
PNPPS	National Policy on Social Protection and Promotion, Haiti (Politique nationale de protection et de promotion sociales)
SDD	Social Development Division of ECLAC
SDG	Sustainable Development Goals
SEDESOL	Department of Social Development, Honduras (since 2022) (Secretaría de Desarrollo Social)
SEDIS	Department of Development and Social Inclusion, Honduras (until 2022) (Secretaría de Desarrollo e Inclusión Social, Honduras)
SEGEPLAN	Guatemalan Secretariat for Planning and Programming of the Presidency (Secretaría de Planificación y Programación de la Presidencia, Guatemala)
SP	Social protection
TA	Technical assistance
UN	United Nations
UNCTAD	United Nations Conference on Trade and Development
UNEG	United Nations Evaluation Group
UNICEF	United Nations Children's Fund
WFP	World Food Programme

EXECUTIVE SUMMARY

I. OVERVIEW OF THE SUBJECT OF THE EVALUATION

1. While progress has been made in recent decades with regard to poverty eradication and inequality in Latin America and the Caribbean, inequality remains very high, and recently, climate change, the coronavirus disease (COVID-19) pandemic and conflicts have been reversing the progress achieved. Across the region, the main groups left behind are women, children, young people, older adults, people living in rural areas, indigenous peoples, people of African descent, migrants and people with disabilities. Social ministries and social services departments often lack the capacity to effectively analyse the situation of the groups left behind and to design institutional frameworks and policies to address these inequalities and to implement and coordinate them with other ministries and institutions.

2. The 2030 Agenda for Sustainable Development has brought the fight against multidimensional poverty and inequality to the forefront of the global policy agenda. The central, transformative promise of the 2030 Agenda for Sustainable Development (the 2030 Agenda) and its Sustainable Development Goals (SDGs) is to leave no one behind. United Nations Member States have committed to eradicating poverty in all its forms, ending discrimination and exclusion and reducing the inequalities and vulnerabilities that leave people behind and undermine the potential of individuals and their societies. The pivotal role of social protection is widely accepted, in particular for the achievement of Goal 1 (no poverty), Goal 5 (gender equality) and Goal 10 (reduced inequalities), but also with respect to the other Goals, since all call for more equitable development and universal access to the constituent elements of development for all people. In addition, not only has the pandemic shown that countries with shock-responsive social protection systems and rights-based approaches are more resilient to multiple shocks and disasters, countries are required to compile disaggregated data on the population groups left behind and those vulnerable to shocks in order to track progress in the implementation of the 2030 Agenda. Within the United Nations system, the Economic Commission for Latin America and the Caribbean (ECLAC) has an ample track record in assisting countries both to assess poverty and social inequalities and to design social protection systems that are effective in reducing these inequalities.

3. Against this backdrop, the aim of Development Account project 1819A was to enhance the capacity of ministries of social development and social services departments in selected countries in the region to prioritize and implement public policies for the achievement of the Goals and confront COVID-19, and to coherently integrate the institutional, financial and programme-level dimensions of social policies, with a focus on poverty eradication, closing inequality gaps and expanding the realization of rights for the most disadvantaged population groups.

II. EVALUATION OBJECTIVES, SCOPE AND METHODOLOGY

4. The objective was to conduct, as per the Terms of Reference (ToR), an end-of-cycle review of the Development Account eleventh tranche project 1819AI, "Leaving no one behind in Latin America and the Caribbean: strengthening institutions for social policy coherence and integration at the country

level to foster equality and achieve the Sustainable Development Goals". The scope of this assessment was to review the relevance, effectiveness, efficiency and sustainability of the project implemented and, specifically, to document its outcomes in relation to its overall objectives and expected results as defined in the project document. Emphasis was placed on identifying good practices and lessons learned from the implementation of the project, on their sustainability and on their potential for replication in other countries. A series of evaluation questions was developed, grouped under the following criteria: (i) relevance; (ii) effectiveness; (iii) efficiency; and (iv) sustainability. A section on cross-cutting issues focusing on human rights, gender and the Sustainable Development Goals was added. The assessment was conducted in line with the norms, standards and ethical principles of the United Nations Evaluation Group (UNEG) and the ECLAC guiding principles for evaluations.

5. An evaluation matrix served as the framework for the preparation of the data collection tools and for data collection and analysis. Each evaluation criterion is used as a lens with a different perspective on all relevant aspects of the project design, process, results and sustainability.

6. A mixed-method approach to data collection and analysis was suggested, using three data-collection methods: (1) desk review; (2) a self-administered survey; and (3) semi-structured interviews. The desk review included all project documents, outputs and publications, as well as additional literature from ECLAC and related projects. The online survey was designed based on the evaluation matrix and was sent to all project participants. Semi-structured interviews were conducted with programme managers, external consultants and national officials. Descriptive statistics were produced based on the survey results and were triangulated with project reports and interviews. Interviews were used to elucidate mechanisms, success factors and barriers. Selected findings were discussed with project managers.

7. Limitations in conducting the review include the low response rate to the survey and the low number of interviews that could be conducted with project participants. Some of the main project outputs, for example the toolkits, were published somewhat towards the end of the project and the virtual platform has not been launched to the public yet, so their effectiveness could only be assessed to a limited extent. For some countries, especially where activities took place early in the project, only very limited evidence was available.

III. MAIN FINDINGS

Relevance

8. The project objective was well aligned with the needs, objectives and priorities of the partner countries.

9. The project objective was very well aligned with the mandate, objectives and priorities of ECLAC.

10. The stakeholder analysis was relevant and adequate. The project objectives remained appropriate during the pandemic and the relevance of some project activities increased.

11. The project objectives were well aligned with international and regional commitments on sustainable development.

Effectiveness

12. The achievement of indicators for both EA1 (expected accomplishment) and EA2 was highly satisfactory, although to a varying extent in each of the partner countries, and the indicators only partially measured the achievement of the EAs.

13. The project contributed to enhancing ECLAC's work in various ways.

14. The project generated unintended results, including a virtual platform, awareness-raising with regard to the toolkits and evidence on the promotion of policy coherence.

15. The evaluation showed that there were different success factors, barriers and mechanisms for achieving the project objectives and expected accomplishments. The main intended mechanism for achieving the project objectives was strengthening the capacity of government officials, a process embedded in the provision of technical assistance and based on regional evidence, tools and databases.

Efficiency

16. Project activities and outputs were achieved in a cost-effective manner, although many delays, postponements and cancellations of activities occurred. The project was adapted to changing contexts and to the pandemic flexibly and in innovative ways.

17. The project was implemented using sound management practices, and services and support were delivered in a high-quality manner.

18. The monitoring and evaluation plan was well conceived and implemented, and mostly sufficient to monitor results and track progress towards the achievement of the objectives.

19. Efforts were made to optimize synergies and avoid duplication with other activities implemented by ECLAC, partner countries and other development partners.

Sustainability

20. Project results have the potential to be sustained, in different ways and to a different extent in the various partner countries. Nonetheless, since most of the project activities addressed specific topics and stages of the policy cycle, continued support is crucial.

21. High-quality follow-up support activities exist or are planned in several partner countries.

22. There is evidence of commitments, initiatives and funding to continue with activities aligned with the project's objectives.

23. The project demonstrates the potential for the replication and scaling up of successful practices, most significantly through the virtual platform.

Cross-cutting issues

24. Gender and human rights aspects were explicitly considered in the design of project contents, and implicitly in the implementation of project activities.

25. The project was well aligned with the 2030 Agenda, especially with its Goals 1 and 10.

IV. BEST PRACTICES

26. The project used a very strong conceptual and analytical framework, the inequality matrix, which is embedded in the long-standing contribution of ECLAC to both combating inequality and to rights-based approaches to social protection delivered by the State. This allowed ECLAC to have an impact in the discussions on social protection in countries of the region and also helped the project achieve results and contribute to sustainability.

27. To organize highly relevant and useful workshops, it was helpful to ground the national workshops and technical assistance in detailed country case studies, which provided evidence of inequality and details of the country's institutional and policy frameworks, and to define the workshop contents in cooperation with counterparts through a participatory approach.

28. Counterparts who were interviewed expressed strong appreciation for the constancy displayed by ECLAC and the project team.

29. The platform was developed based on international best practices in adult learning, among others. This approach supported the design and development of training materials for capacity-building (virtual) workshops, but also for autodidactic learning that extends beyond the scope of the project. Moreover, the exercise was an exemplary effort of interdivisional collaboration within ECLAC and can serve as a foundation for future projects and capacity-building activities.

V. LESSONS LEARNED

30. Not all governments are enthusiastic regarding the rights-based and equality agenda or social protection systems aimed at reducing inequality. The related challenges are structural, complex, and sensitive, and therefore rather politically unattractive. Findings point to a continued need for theoretical support and for making a case for enhancing equality. At the same time, findings show that there is a need for more support for implementation, in particular based on the lessons learned from successful regional experiences.

31. The coordination and coherent integration of the institutional, financial and programme-level dimensions of social policies is challenging and requires time and sustained efforts. Policies tend to remain fragmented in their design and are often implemented by different social ministries and bodies with no coordination. The workshops have been shown to not only transfer knowledge and provide tools, but also to provide a platform for national actors to exchange ideas and initiate coordination and cooperation. The workshops can also raise awareness with regard to project objectives and serve to incentivize participation in other project activities. However, in view of the rather short workshops and high staff turnover, their potential to contribute to institutional capacity-building is limited.

32. Government transitions and high staff turnover were a major risk to project success, which hindered the mastery of tools and knowledge. In the absence of a strategy that is maintained across government transitions, there is a major risk that project objectives might not be achieved or sustained. An important lesson learned is therefore that beyond providing high quality tools, studies, workshops and technical assistance, maintaining contact and communication with mid-level technical and policy design staff can be critical to achieving results.

33. Successful capacity-building interventions require time and continued and sequential project activities. Developing relevant and practical toolkits also required more time and more consultation with national stakeholders than initially planned. The initial intervention strategy was to finalize the toolkits in the second year, to serve as a conceptual background, and then through the toolkits to provide more specific technical assistance. Organizing the workshops first and developing the toolkits next helped to enhance understanding of the country context and of the needs of stakeholders and to better target the toolkits, although this outcome was unintentional.

34. The regional seminars and webinars and broader outreach by ECLAC to countries and to stakeholders involved in inequality and social protection proved quite valuable in strengthening the effectiveness of the project by reaching out not only to technical staff in ministries and social services departments but to a broader audience, including political staff and members of academia and civil society. Given the fact that attendees often came to only one workshop and that workshops were short, this broader engagement through ECLAC was needed for the projects to be successful.

35. Adapting to the pandemic-related restrictions was challenging, but several lessons can be learned from the experience. Holding initial virtual workshops to find out what participants needed and then planning more intensive and specific in-person workshops increased effectiveness and efficiency. A mix of virtual, hybrid and in-person activities also allowed for greater flexibility in contexts of political instability or insecurity. Moreover, holding workshops in virtual and hybrid format enabled the participation of more attendees from other countries and enabled more representatives from other countries to report on relevant experiences.

36. The pandemic opened windows of opportunity for social protection to reduce poverty and inequalities. While both absolute poverty and inequalities were already increasing across the region before the pandemic, these gaps widened and were exposed during the pandemic. ECLAC is a trusted partner in the region and has already used some of these windows of opportunity. The virtual platform developed through this project, together with technical assistance and training, can further contribute to this dynamic.

VI. RECOMMENDATIONS

Recommendation 1: to increase relevance, ECLAC should continue supporting the implementation of social protection policies aimed at reducing inequalities.

Recommendation 2: to increase effectiveness, ECLAC should further promote regional exchange and cross-country learning, especially on reducing inequalities.

Recommendation 3: to increase effectiveness and efficiency, ECLAC should make more use of existing resources and collaboration within ECLAC and should combine in-person with virtual activities.

Recommendation 4: to improve effectiveness and sustainability, ECLAC should maintain positive contact and communication with mid- and high-level technical and policy design staff.

Recommendation 5: to enhance sustainability, ECLAC should make use of the virtual platform that was created through the project.

1. EVALUATION OBJECTIVE AND SCOPE

1. This evaluation was conducted by Christine Bosch between May and August 2022 and was commissioned by the Economic Commission for Latin America and the Caribbean (ECLAC). The objective was to conduct, as per the Terms of Reference (ToR), an end-of-cycle review of Development Account eleventh tranche project 1819AI "Leaving no one behind in Latin America and the Caribbean: strengthening institutions for social policy coherence and integration at the country level to foster equality and achieve the Sustainable Development Goals" (hereinafter referred to as "the project").

2. The scope of this assessment was to review the relevance, effectiveness, efficiency and sustainability of the project and, specifically, to document its outcomes in relation to its overall objectives and expected results as defined in the project document. Emphasis was placed on identifying good practices and lessons learned from the implementation of the project, on their sustainability and on their potential for replication in other countries. A series of evaluation questions was developed, grouped under the following criteria: (i) relevance; (ii) effectiveness; (iii) efficiency; and (iv) sustainability. A section on cross-cutting issues focusing on human rights, gender and the Sustainable Development Goals was added. The assessment was conducted in line with the norms, standards and ethical principles of the United Nations Evaluation Group (UNEG) and with the ECLAC guiding principles for evaluations.

3. The target audience and principal users of the assessment include ECLAC staff, stakeholders and project participants as well as other regional commissions and agencies of the United Nations system.

2. PROJECT BACKGROUND

2.1 CONTEXT

4. While progress has been made in recent decades with regard to poverty eradication and inequality in Latin America and the Caribbean, inequality remains very high, and recently, climate change, the COVID-19 pandemic and conflicts have been reversing the progress achieved. Across the region, the main groups left behind are women, children, young people, older adults, people living in rural areas, indigenous peoples, people of African descent, migrants and people with disabilities. Social ministries and social services departments often lack the capacity to effectively analyse the situation of the groups left behind and to design institutional frameworks and policies to address these inequalities and to implement and coordinate them with other ministries and institutions.

5. The 2030 Agenda for Sustainable Development has brought the fight against multidimensional poverty and inequality to the forefront of the global policy agenda. The central, transformative promise of the 2030 Agenda for Sustainable Development and its Goals is to leave no one behind. United Nations Member States have committed to eradicating poverty in all its forms, ending discrimination and exclusion and reducing the inequalities and vulnerabilities that leave people behind and undermine the potential of individuals and their societies. The pivotal role of social protection is widely accepted, in particular for the achievement of Goal 1 (no poverty), Goal 5 (gender equality) and Goal 10 (reduced inequalities), but also with respect to the other Goals, since all call for more equitable development and universal access to the constituent elements of development for all people. In addition, not only has the pandemic shown that countries with shock-responsive social protection systems are more resilient to multiple shocks and disasters, countries are required to compile disaggregated data on the population groups left behind and those vulnerable to shocks in order to track progress in the implementation of the 2030 Agenda.

6. Within the United Nations system, ECLAC, and specifically the Social Development Division (SDD), has an ample track record in assisting countries both in assessing poverty and social inequalities and designing social protection systems[1] that are effective in reducing these inequalities.

7. Projects financed through the Development Account (DA) of the United Nations aim to improve capacity-building and collaboration at different levels, through the exchange and transfer of skills, knowledge and good practices among countries and development partners at the national level. For partner countries, this provides an opportunity to receive technical assistance and tap into normative and analytical expertise and skills and competencies often not dealt with by other

[1] ECLAC defines social protection as follows:] (…) encompasses a wide range of policies and activities in different areas that are geared towards the exercise of economic, social and cultural rights in the labour market, and in relation to nutrition, health systems, pensions and care provision, as well as seeking to ensure decent levels of income. A key to evaluating social protection systems is to determine if they contribute to furthering economic, social and cultural rights and how they respond to the dynamics of risks and their social distribution: in other words, whether protection systems diversify risk, and whether they widen or narrow the gaps between income, individual risk and desired levels of protection. From this perspective, as part of its research work and the technical assistance it provides to countries in the region, the Social Development Division analyses and evaluates social protection and makes policy proposals aimed at building coordinated and inclusive systems grounded in citizens' rights. Source: https://www.cepal.org/en/subtopics/social-protection#

development partners. DA projects should be demand-driven and should complement the programme of work of the implementing entity and use existing resources. Pilot testing, scaling through supplementary funding, and integration of national expertise in projects are recommended.

2.2 THE PROJECT AND ITS THEORY OF CHANGE

8. The project was implemented between January 2018 and March 2022 and was funded under the eleventh tranche of the Development Account. As stated in the project document, its objective was to increase the capacity of countries in Latin America and the Caribbean to effectively implement public policies to achieve the Sustainable Development Goals, mainly in relation to reducing poverty, closing inequality gaps and expanding the realization of rights for the most disadvantaged population groups.

9. As described in the project document, the assumption was that most countries lacked the capacity to effectively design and implement policies and institutional frameworks to address the aforementioned issues. Moreover, social services departments and ministries struggled to coordinate policies and frameworks between sectors and ministries. Often, knowledge was lacking and action was poorly coordinated and insufficient to address the needs of excluded groups, issues that were further laid bare by the pandemic.

10. Based on two pillars, ***(i) social policy integration***; and ***(ii) promotion of rights-based social policies fostering equality***, two expected accomplishments (EAs) were formulated for the project:

(i) EA1: strengthen the capacity of relevant stakeholders in target countries to coordinate and coherently integrate the institutional, financial and programme-level dimensions of social policies oriented towards the achievement of the Sustainable Development Goals (and alleviating the impacts of COVID-19);
(ii) EA2: strengthen the capacity of relevant stakeholders in target countries to analyse, design and prioritize rights-based social policies to reduce inequalities in key dimensions identified by the 2030 Agenda.

11. The first pillar was designed to foster vertical (national and sub-national agendas) and horizontal (interinstitutional and intersectoral consistency) integration and coordination of public policies, with a focus on social policy. The second pillar was designed to foster reliable analysis of excluded groups in order to prioritize public policies with regard to the SDGs. Interlinkages between the two pillars were acknowledged; together, both pillars therefore aimed to strengthen the capacity of national-level counterparts to design or redesign efficient, sustainable, accountable and transparent social policies and programmes to include disadvantaged groups, including those most affected by COVID-19, in the process of implementing the 2030 Agenda.

12. In the context of the project, country case studies on current strategies were to be conducted, based on which toolkits would be developed on (i) how to foster national integration and coordination strategies, and (ii) how to identify and analyse the institutional, financial and programme-level dimensions of countries' different social policies and increase the consistency of social policy frameworks geared towards the achievement of the SDGs, including policies to confront the socioeconomic impacts of COVID-19. Both toolkits were intended to be integrated with technical assistance, capacity-developing workshops in the partner countries, and regional seminars, complemented by the creation of a publicly available online regional social policy observatory (see annex A 7 for a detailed overview of the activities).

13. In May 2020, in the framework of revising all ongoing Development Account projects to incorporate COVID-19 issues, the project was amended as follows (without changes to the budget of US$ 600,000):

EA1 – Strengthened capacity of relevant stakeholders in target countries to coordinate and coherently integrate the institutional, financial and programme-level dimensions of social policies oriented towards the achievement of the Sustainable Development Goals *and alleviating the impacts of COVID-19*	IA1.1 – At least three out of five project beneficiary countries have launched processes to set up mechanisms (including operational guides and manuals and strategies for the coordination and coherent integration of social policies using participatory processes) for the design or redesign of social public policies focused on the SDGs *and the response to COVID-19*

14. In September 2021, the project was extended cost-neutrally until March 2022. The extension enabled a national workshop to be held in Guatemala and technical assistance to continue in Haiti and in Honduras. In the context of the extension, resources not used for national (physical) workshops and events were redirected towards the development of a virtual platform. This platform aims to compile and disseminate the project content, including the two toolkits and other didactic material, for example in the form of short videos. The content should (i) facilitate processes for policy analysis and for the design and implementation of coherent and coordinated public policies to reduce inequalities, and (ii) strengthen the capacity to design, implement and evaluate effective policies for groups left behind. The platform is expected to be launched online sometime in 2022.

2.3 STAKEHOLDER ANALYSIS

15. The project was implemented jointly by the Social Development Division of ECLAC (located in Santiago) and the ECLAC subregional headquarters in Mexico. The main project partners were the ministries of social development and social services departments in the six countries: Ecuador, Guatemala, Haiti, Honduras, Panama, and Paraguay (see table 1). As indicated in the project document, ministries of social development and social services departments often play a key role in coordinating policies and programmes between ministries in the social, health and education sectors. Therefore, other ministries were also involved in project activities. Within ministries, policymakers, senior officials and staff were targeted. Moreover, consultants were involved, particularly in developing the country case studies and contributing to the toolkits. The project also planned to involve expert practitioners, academics and civil society organizations working in domains related to the 2030 Agenda.

Table 1
Main partners in the beneficiary countries

Partner	Country	
Ministry of Social and Economic Inclusion (MIES)	Ecuador	
Guatemalan Secretariat for Planning and Programming of the Presidency (SEGEPLAN) Ministry of Social Development (MIDES)	Guatemala	
Ministry of Social Affairs and Labour (MAST)	Haiti	
Department of Development and Social Inclusion (SEDIS), SEDESOL after 2022	Honduras	
Ministry of Social Development (MIDES)	Panama	
Ministry of Social Development (MDS)	Paraguay	
World Food Programme (WFP)		Financial contribution in the framework of a contribution agreement between the WFP Haiti country office and ECLAC; all technical assistance, workshops and meetings in Haiti were carried out jointly with WFP
socialprotection.org		Access to *Non-contributory Social Protection Programmes Database*, organization of webinars
Food and Agriculture Organization of the United Nations (FAO)		Joint organization of workshop in Panama in 2018
United Nations Children's Fund (UNICEF), World Bank, Inter-American Development Bank (IDB)		Joint organization and financial support for the workshop 2018 in Ecuador
German Cooperation		Financial support for two publications on COVID-19 social protection responses in 2020
United Nations Development Account Project "Strengthening social protection for pandemic responses: identifying the vulnerable, aiding recovery and building resilience" (implemented by all five regional commissions and UNCTAD)		Joint organization of three online workshops in 2021 (1) "Social policy tools and analysis of inequalities to confront the impacts of the COVID-19 pandemic: lessons learned and challenges for building universal, comprehensive and sustainable social protection systems"; (2) "Social Household Registry in Paraguay"; and (3) "Lessons on the use of digital technology in social protection systems: What are the lessons from the COVID-19 crisis and the implications for the future?"

Source: The evaluator.

3. METHODOLOGY

3.1 EVALUATION QUESTIONS

16. An evaluation matrix served as a framework for the preparation of the data collection tools and for data collection and analysis. The evaluation questions were defined based on the ToR, the indicators of achievement (IAs) provided in the project document, the UNEG *Norms and Standards for Evaluation* and ECLAC guiding principles for evaluations. The evaluation questions were grouped under the evaluation criteria described in the Terms of Reference: (i) relevance; (ii) effectiveness; (iii) efficiency; and (iv) sustainability. A section on cross-cutting issues focusing on human rights and gender issues was also added. Each criterion was used as a lens with a different perspective on all relevant aspects of the project design, process, results and sustainability (see annex A1 for the evaluation matrix).

3.2 REVIEW METHODS

17. A mixed-method approach to data collection and analysis was suggested, using three data collection methods: (1) desk review, (2) a self-administered survey, and (3) semi-structured interviews. Two initial interviews were held in May 2022 with project staff from the Social Development Division and the ECLAC subregional headquarters in Mexico. The objective was to gain a better understanding of the main achievements and challenges of the project and to inform the selection of respondents, the drafting of the survey questionnaire and the interview guidelines.

18. The evaluation assessed human rights principles (also in the framework of rights-based approaches to social protection), and the evaluation process itself, including its design, data collection and the dissemination of the evaluation report, was carried out in line with human rights principles, including respecting and promoting human rights, equity and justice, treating beneficiaries as equals, safeguarding and promoting the rights of minorities and helping to empower civil society.

19. To assess the degree of gender mainstreaming, the evaluation will examine whether, in the design and implementation of the project activities, the needs and priorities of women were taken into account, women were treated as equal players, and women's autonomy was promoted (these aspects are also relevant to promoting gender equality in the context of the 2030 Agenda, its Goal 5 and ensuring no one is left behind).

20. The evaluation assessed participation and inclusion, and more specifically whether members of all stakeholder groups, including the United Nations and national counterparts, were able to take active roles in project implementation and whether particular emphasis was given to the inclusion of minorities and vulnerable groups (also in the framework of the "leave no one behind" principle). ECLAC staff were involved in an inclusive manner in designing the evaluation and in data collection and quality assurance.

21. To assess internal and inter-agency coordination, the evaluation examined the extent to which ECLAC coordinated activities with other United Nations offices and partners.

22. In order to assess regional cooperation and engagement, it examined whether ECLAC activities responded to the priorities of partner countries and the extent to which its counterparts were involved in planning and implementation processes.

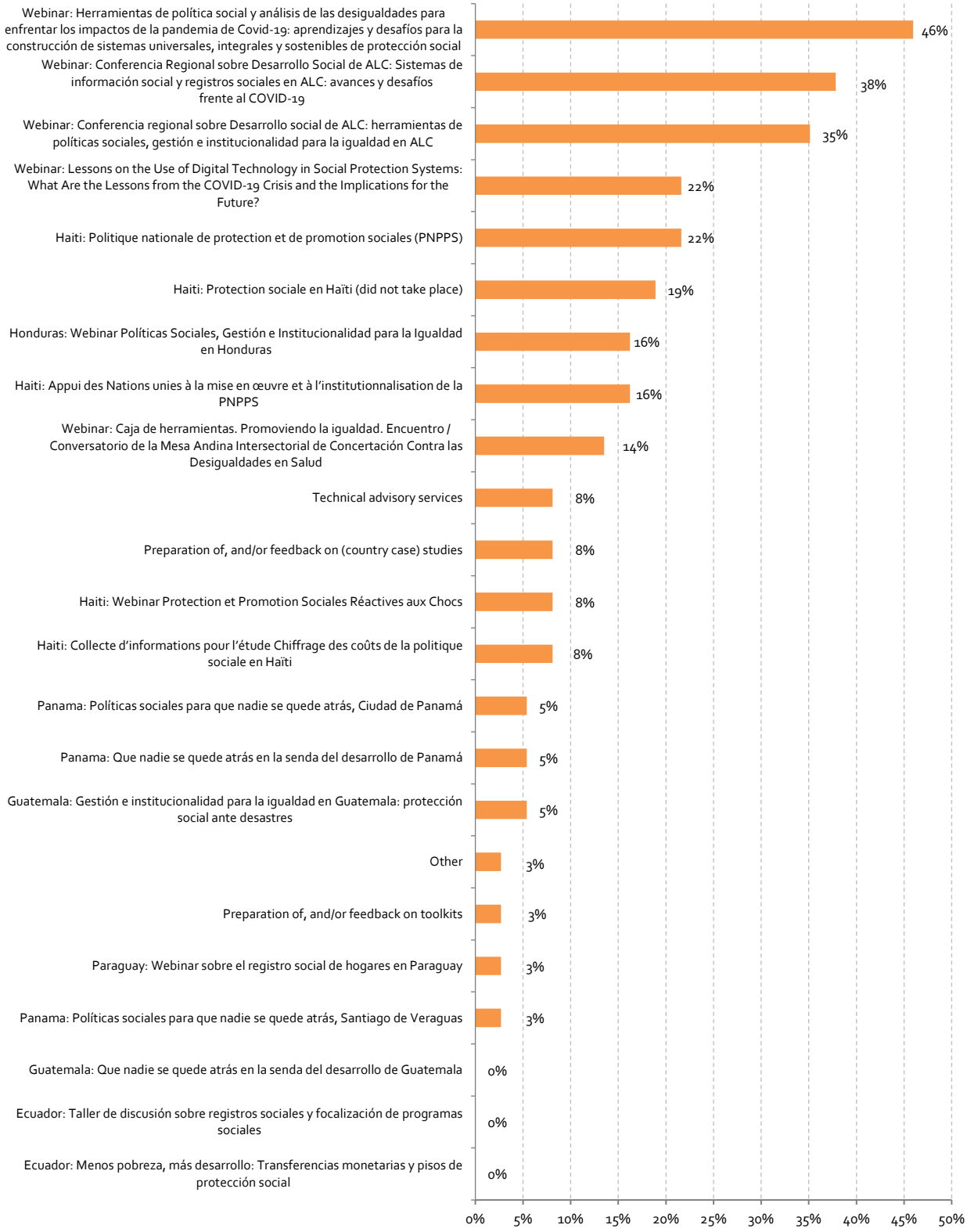
23. The evaluation also included an assessment of whether and how the project promoted and contributed to the achievement of the Goals and targets of the 2030 Agenda.

3.3 DATA COLLECTION

24. All available project documentation was considered in the desk review, including the project document, country requests and letters of appreciation, progress reports, terms of reference, workshop documents and the final report. At the output level, the country case studies, the two toolkits, the databases and the virtual platform were included. Other selected documents were also included, for example strategic documents of ECLAC on social protection, inequality, the 2030 Agenda and the "leave no one behind" principle. The aim of the review was to shed light on the design and implementation of the project, to compare the main activities and outputs as planned and as implemented and to summarize the major achievements and challenges.

25. An online survey was sent to all participants of the workshops, meetings and webinars for whom email addresses were available. With 51 respondents having provided full responses in the survey, the response rate was 15%. The majority of respondents were participants (86%), while a few were speakers or had supported the organization of the events or the development of project outputs. Most of the respondents work for a social ministry (49%) or for other ministries or governmental institutions (29%). A few were independent consultants, from academia, the United Nations or development agencies and civil society. Their positions during the project varied and included technical staff, senior and middle management, consultants or policy advisors and administrative staff. Approximately 60% of participants were female and 40% were male. The majority of respondents (54%) indicated that they could influence policy only indirectly, whereas 14% had significant influence and 22% had moderate influence. More than 90% of respondents were still working in their positions at the time of the survey. Representation among the partner countries was rather uneven: while nobody from Guatemala or Paraguay responded to the survey and only very few responded from Ecuador and Honduras, Haiti (20%) and Panama (16%) were well represented. More than 50% of the answers came from participants from other countries, almost exclusively from other Latin American and Caribbean countries. The picture is similar when looking at the events in which respondents participated (see figure 1). Most participants had participated in one of the webinars, in events in Haiti and in a smaller event in Honduras. Only a few respondents had participated in the events in Panama, Guatemala and Paraguay, and nobody had participated in the events in Ecuador. Therefore, the results represent only some of the participants from the six partner countries. However, the results show unintended effects on other countries, through their participation in the webinars offered during the pandemic.

Figure 1
Participation of survey respondents in project activities



Source: The evaluator.

26. Semi-structured interviews were carried out with selected project staff, consultants and national officials. Their main objective was to gain deeper knowledge of perceptions of the project, of the mechanisms for capacity strengthening and of the impacts of the project on policies aimed at improving equality. ECLAC staff in Santiago and Mexico were interviewed in a group, which allowed for a discussion on success factors, barriers and other topics. A list of interviewees is provided in annex 3. A snowball sampling approach was used to select further interview subjects.

3.4 DATA ANALYSIS

27. The information gathered was analysed based on the evaluation questions in the evaluation matrix and suitable frameworks for analysis and evaluation created during the data collection and analysis phase. Selected descriptive statistics from the survey were used to answer the evaluation questions, and participant narratives related to success factors, barriers and the use of project outputs were used to elucidate the survey results and to review and describe the theory of change from the project document. Data from different sources gathered using different methods were used to contextualize and triangulate information from the interviews, the discussions and the survey. For instance, the survey results, together with more in-depth information from the interviews, shed light on differential effects across countries, workshops and participants. This helped to generate lessons learned regarding what worked for whom, in what ways, under what conditions and with what results. Results from workshop evaluations were triangulated with survey results to shed light on participants' learning, success factors and barriers for learning and the sustainability of the project outcomes. Moreover, recommendations suggested by survey respondents were discussed with ECLAC staff to create feasible and useful evaluation recommendations.

28. The evaluation considered the different country contexts and the timing and adaptation of the activities. For instance, in Haiti, the project built on earlier cooperation and, through ongoing technical assistance, was closely involved in the design of the country's social protection policy. For some of the earlier activities, for example those held in Panama and Ecuador in 2018, approximately four years had passed since the workshops had taken place. On the one hand, workshop participants might not remember the exact contents or might not be in their positions anymore, for example due to changes in governments and administrations. On the other hand, this had the advantage of shedding light on how participants had used the knowledge and tools gained during the workshops and meant that they knew how the project had contributed to social policies. Neither the more recent workshops, such as those held in Haiti and Guatemala in 2022, nor the publication of the toolkits in 2021 provided much of an opportunity to observe the use of the content and any actual changes, but they were able shed light on the efficacy of the mechanisms used, showing for example how capacities had improved or perceptions had changed or how opportunities for interministerial coordination had evolved after participation.

29. In order to evaluate the changes caused by COVID-19 and the significant reduction in the ability to continue holding national workshops and providing technical assistance within countries, the evaluation analysed how the project was able to adjust to these conditions and to changes in government or policy coalitions for social policies. As part of this process, a revised theory of change was developed, based on a comparison of planned and implemented project activities and how they contributed to the expected accomplishments, including success factors and barriers.

30. Although the virtual platform was not a planned output of the project, it has become one of the main project results. Since it had yet to be launched to the public and it was not possible to establish a test account for the platform during the evaluation phase, user experiences could not be considered. Findings are based on interviews with ECLAC staff from different divisions involved in the development, on the first test of platform content during a workshop in Guatemala, and on the development process for the platform, which involved innovation and collaboration within ECLAC. Moreover, ECLAC staff presented the platform's structure and functioning and selected content to the evaluator, and the videos that are part of the platform were made available, including one that explains how to use the virtual platform.

3.5 LIMITATIONS

31. The evaluation faced several limitations. First, the response rate for the online survey, at 15 %, was rather low. Various factors might have contributed to this. For a few events, there was no list of participants or no email addresses were available. Almost half of the contacts to whom the survey was sent were not based in one of the six countries, but instead, had participated in one of the webinars that were organized in 2020 and 2021. Some of these were organized in the framework of the Regional Conference on Social Development in Latin America and the Caribbean or in partnership with other regional events or other ECLAC projects. Participants in these events might not have had a connection to the project and might therefore have had little incentive to fill out the questionnaire.

32. In Panama, two workshops were organized, in 2018 and 2019. Both were evaluated very positively by participants and ECLAC staff and set the tone for further project activities. The country case study was the first to be created and finalized, in 2019. However, after these activities, there was no further discussion between ECLAC and the counterparts in Panama. However, the high survey response rate from participants from Panama shows that they are still in their positions and remember the workshops.

33. The response from prospective interviewees contacted was also very low. In total, only 11 interviews could be carried out, with a total of 16 interviewees. Of these, only two were done with national counterparts. At the time of the evaluation, there was internal unrest in Haiti and demonstrations protesting significant increases in the prices of primary goods, and an interview with the counterpart was cancelled twice. The evaluator was also unable to speak with counterparts in Paraguay, Panama and Ecuador. In Paraguay, only one virtual workshop was organized in the context of the project, and cooperation then continued in the context of another project. In Panama and Ecuador, the activities ended before the pandemic, and in both countries the governments changed (Panama in 2019 and Ecuador in 2021), which might have contributed to the discontinuation of project activities. The evaluator therefore only spoke to counterparts who were involved in ongoing activities conducted by ECLAC at the time of the evaluation.

34. Moreover, as shown in the correspondence for the key informant interviews, many counterparts and participants in the events did not know the project title and might not have answered the survey or might have been reluctant to engage in an interview for that reason. While the events are known to have been organized by ECLAC, project titles only appear in the fine print. There are also many interlinkages with other ECLAC activities, such as the Regional Conference on Social Development in

Latin America and the Caribbean, and with other projects, which might have a greater impact on policy ideas, on the regional debate about social protection and inequality, and at the level of policymaking and the broader society. This is a general limitation of the evaluation, which is not able to disentangle the effects of the project and those of the broader ECLAC influence and its activities. However, DA projects are explicitly asked to complement other activities and use existing resources. Therefore, although these aspects represent a limitation for the evaluation, they are success factors for the project and will be considered as such.

35. Regarding the virtual platform, selected content was used for the last workshop in Guatemala. However, the only interview partner from Guatemala was not present during the first three days of the workshop when content from the platform was presented.

4. FINDINGS

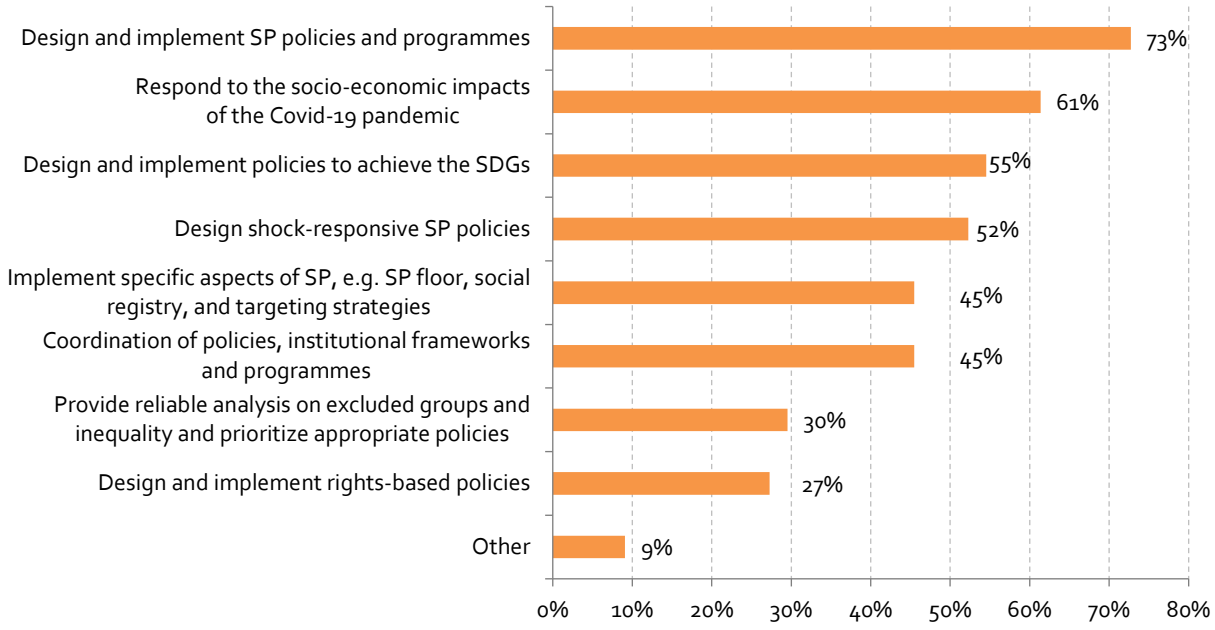
4.1 RELEVANCE

Key finding 1: The project objective was well aligned with the needs, objectives and priorities of the partner countries.

36. During the design phase of the project, two main challenges had been identified in the region with regard to the 2030 Agenda. These were a lack of capacity to (i) analyse the situation of marginalized groups and (ii) design and implement social policies and programmes to reduce inequality. All six of the countries selected had requested technical assistance in this area.

37. The Ministry of Economic and Social Inclusion of Ecuador had requested technical assistance with regard to their social registry, beneficiary identification through self-registration and administrative data, and the definition of criteria and determination of eligibility. Guatemala (dating from 2016) and Honduras had already received technical assistance from ECLAC in the implementation of the 2030 Agenda. Guatemala requested further assistance for the operationalization of its strategic goals regarding the 2030 Agenda in 2019. In Haiti, the project built on previous and ongoing cooperation, specifically for drafting a social protection policy. In 2019, Haiti requested technical assistance for a study on the costing of its social protection policy. Panama requested technical assistance to analyse inequality and capacity-building in the implementation of the 2030 Agenda, in 2018 and again in 2019, after the first workshop. More than half of respondents indicated that their priorities included the design and implementation of social protection policies and policies to achieve the SDGs; the response to the pandemic; and shock-responsive social protection policies (see figure 2). Reliable analysis and rights-based policies were the least-mentioned priorities, which hints at a slightly more important EA1, although this might also reflect priorities that changed during the pandemic.

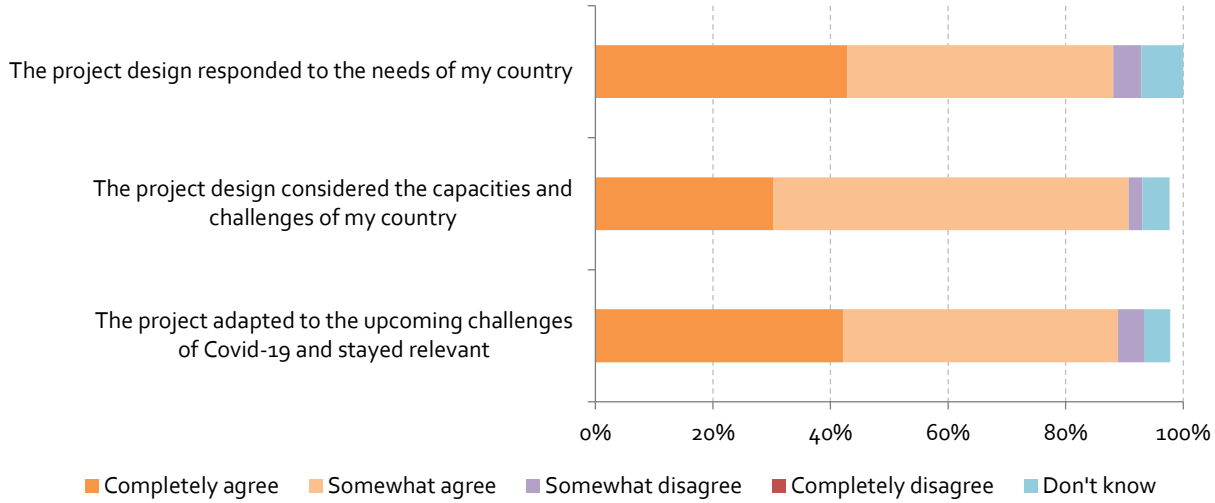
Figure 2
Country priorities and capacity needs during the project's timeframe



Source: The evaluator.

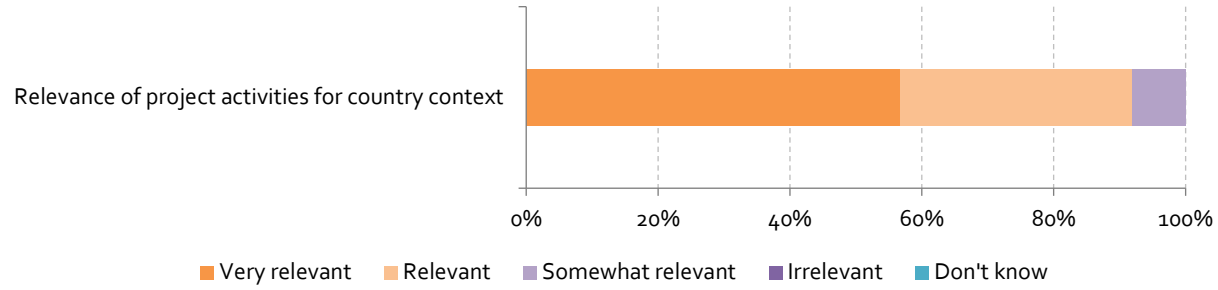
38. The survey respondents overwhelmingly expressed their satisfaction with the project design (see figure 3) and with the relevance of the project activities for the country context (see figure 4). Survey respondents and interviewees confirmed that project activities had been designed in a participatory manner and in response to their needs and capacities and the challenges in the country.

Figure 3
Satisfaction with the project design



Source: The evaluator.

Figure 4
Relevance of project activities to the country context



Source: The evaluator.

Key finding 2: The project objective was very well aligned with the mandate, objectives and priorities of ECLAC.

39. The project links two important priorities of ECLAC, equality[2] and social protection.[3] The project was designed with a strong conceptual base, the social inequality matrix,[4] which offers a complex analysis of intersectional inequalities, such as gender, territorial, and ethnic and racial inequalities, and then guides public social policies aimed at reducing these inequalities.[5] The project is strongly linked to ECLAC's mandate for the promotion of the 2030 Agenda and sustainable development, and especially to the following objectives of subprogrammes 4, 5 and 11 of its 2018–2019, 2020, 2021 and 2022 work programmes:

(i) Enhanced capacity of the central or subnational governments in the region to formulate policies, plans and programmes that address the structural and emerging equality gaps affecting different socioeconomic and population groups (children and youth, indigenous people, afro-descendants, migrants and people with disabilities), with an approach based on human rights and sustainable development;
(ii) Strengthened technical capacity of social policy institutions to improve the effectiveness, efficiency, transparency and sustainability of their public action, and to develop synergies with other social policies, institutions and stakeholders;
(iii) Strengthened institutional capacity of the countries in the subregion to address economic and social issues, particularly regarding multidimensional equality (including life cycle, gender, ethnicity and territory) and ending poverty.

40. There are links with most other subprogrammes as well. The project is also strongly aligned with the Regional Agenda for Inclusive Social Development.[6] The relevance of social protection, inequality and the 2030 Agenda has only increased in the 2022 work programme, which includes the emerging impacts of the COVID-19 pandemic, including rising inequalities and the inadequacy of social protection systems.

2 See, for example, Bárcena, 2022 and ECLAC, 2010.
3 See, for example, Arenas de Mesa & Cecchini, 2022 and ECLAC, 2006.
4 ECLAC, 2016.
5 Arenas de Mesa and Cecchini, 2022.
6 ECLAC (2020), https://www.cepal.org/en/publications/45330-regional-agenda-inclusive-social-development.

Key finding 3: The stakeholder analysis was relevant and adequate.

41. As outlined in the project document, partner countries were selected according to above-average poverty levels for the region, gaps in the implementation of coherent social policies and weaknesses in social policy institutions. A focus was placed on Central American and Caribbean countries. The project document mentions that multidimensional and intersectional inequalities are in the area of responsibility of various ministries, such as health and labour, mostly under the coordination of social ministries or social services departments. Moreover, the role of experts, academics and civil society was outlined.

42. More than 90% of survey respondents rated project activities as relevant or very relevant for the country context. Some respondents mentioned reasons for the relevance of project activities. For instance, it was mentioned that ECLAC brings a regional perspective, meaning that, through ECLAC staff, participants could learn from other countries' experiences, and with support from ECLAC, adjust them to their specific country context. Moreover, technical assistance helps to strengthen the capacity of individuals and organizations to better articulate public social policies. Some respondents also mentioned the importance of previous collaboration that could continue in the context of the project.

Key finding 4: The project objectives remained appropriate during the COVID-19 pandemic and the relevance of some project activities increased.

43. In many countries, the pandemic and national policy responses further exposed high levels of poverty, inequality and intersectionalities, for example in access to health care and social protection. The need for social protection measures increased significantly, and countries with existing social protection and information systems and social registries were better able to respond to COVID-19. The relevance of the project therefore increased considerably. The first webinars, however, only began in September 2020 (in Haiti), six months after the first restrictions were imposed. Later, as one of the interviewees elucidated, there was webinar fatigue, as most organizations had switched to online events.

44. Many of the project activities were relevant to the pandemic response, such as workshops on information systems, social registries, shock-responsive social protection policies and interinstitutional coordination of the pandemic response. This might explain the high number of survey respondents who agreed that the project adapted well to the circumstances and remained relevant. However, many workshops and activities planned were not able to be held, and only some were held virtually or postponed until 2022, when restrictions were loosened and in-person workshops could be held again.

45. On a more political level, the pandemic made a case for the welfare state. Whereas the private sector can contribute to mitigating risks, only governments can mitigate uncertainties like the pandemic. This further increased the relevance of the ECLAC position in favour of a strong role for the State in designing and providing social protection measures and related institutions like social registries.

Key finding 5: The project objectives were well aligned with international and regional commitments on sustainable development.

46. Project objectives were specifically aligned with the 2030 Agenda, which promotes social protection to address inequalities and advocates for a broader approach to poverty reduction by addressing the structural causes of exclusion and inequality. Country requests during the design phase related to the 2030 Agenda (Guatemala and Honduras), social protection policies (Ecuador and Haiti) and analysing inequalities (Panama). Moreover, the project design included a strong conceptual and analytical framework based on the work of ECLAC on addressing inequalities through social protection. Some interviewees mentioned that poverty reduction was an urgent need in some countries. The ECLAC approach, which is aligned with the Regional Agenda for Inclusive Social Development and in some ways goes beyond the 2030 Agenda, argues that addressing the structural causes of poverty supports more effective and efficient poverty reduction.

4.2 EFFECTIVENESS

Key finding 6: The achievement of the indicators for both EA1 and EA2 was highly satisfactory, although to a different extent in the various partner countries, and the indicators only partially measured the achievement of the EAs.

47. Both EA1 and EA2 were achieved, as measured by the six indicators (see annex A8). The progress reports, however, only partly report on the achievement of EA1 and EA2; for example, the workshop evaluation only asked about the usefulness of the training for the work of participants and for improving knowledge, but did not ask whether capacity had been increased. There might be factors impacting the applicability of the knowledge; for example, in the evaluation forms, several workshop participants mentioned that if decision-makers had participated in the workshops, there would have been a more direct impact on the work of participants. Moreover, it was not always possible to distinguish between EA1 and EA2, since most project activities included aspects of both analysing, designing, prioritizing and coordinating rights-based social policies and their institutional, financial and programme-level dimensions. On the other hand, as a proxy for an increase in capacity, almost 76% of survey respondents reported that they would already be able to apply the knowledge gained during project activities or by using tools from the project.

48. Activities in the six countries were based on requests for technical assistance by the counterparts and were therefore highly context-specific and addressed different stages of the policy cycle and different aspects of social protection and inequality. The findings showed different degrees of effectiveness and different mechanisms through which changes occurred and will therefore be presented separately for each of the countries.

49. For Ecuador, due to the lack of follow-up and information on the effectiveness of the three project activities, the evaluation questions on effectiveness could not be answered. The following paragraphs summarize the activities in the country, explain possible mechanisms and triangulate the available information. In 2018, an international seminar on social protection ("Less poverty, more development: cash transfers and social protection floors") was held, co-organized by the Ministry of Economic and Social Inclusion (MIES), UNICEF, IDB, and the World Bank. Representatives of ECLAC delivered a presentation on social protection floors, conditional cash transfer programmes and social pensions. According to the progress report, participants shared knowledge and experiences on strengthening

social protection and discussed the challenges of social protection programmes in Ecuador. During the event, ECLAC staff also provided technical assistance on public policies for equality and on the design of coherent and integrated social policies, with a focus on the sustainability of social protection floors and non-contributory social protection schemes. In 2019, a workshop was held at ECLAC headquarters, focusing on social registries and the targeting of social programmes (as requested by the counterpart), and specifically using the experience of the Chilean social registry and their method for the identification of beneficiaries (this constituted the country case study for Ecuador). Participants rated the workshop as very useful for their work. Together with the detail that the workshop was based on a very specific request of the MIES, this can be seen as hinting at strengthened capacity to review and improve their social registry. MIES also reports that a World Bank project was conducted from 2019 to 2022 to strengthen the social protection system.

50. In 2019, Ecuador experienced a wave of protests, meaning that technical assistance planned on the design and implementation of coherent and integrated social policies was postponed until 2020 or 2021 and could no longer fit within the framework of the project. In some of the webinars organized by the project during the pandemic, there were participants from Ecuador. There was no follow-up from the project with regard to the effectiveness of the activities.

51. Guatemala, Haiti and Honduras have started processes of designing, amending or coordinating institutional frameworks or policies to reduce inequality, processes that contain elements of both EA1 and EA2. Therefore, the effectiveness of project activities is assessed as positive for these three countries.

52. In Guatemala, there is some evidence that technical assistance received from ECLAC contributed to the current discussions of government authorities and to the incorporation of social protection into a potential national disaster prevention policy. Guatemala has started a coordination process, based on sectoral technical roundtables.

53. There is no workshop evaluation available for the two workshops in Guatemala and no survey responses, so the questions on the usefulness of the workshops cannot be answered, but an interview elucidated responses on mechanisms, challenges and best practices. In 2019, ECLAC delivered technical assistance to the National Secretariat of Planning and Programming (SEGEPLAN) to improve their results management models and intervention strategies for the effective achievement of the SDGs, and also organized a workshop ("Leaving no one behind in the path of development in Guatemala"). According to progress reports, this also included support for the costing of the necessary public policies oriented towards reaching their goals and highlighted the relevance of implementing policies coherently and in an integrated manner. Further project activities were postponed until 2020 owing to a change of government, and then were eventually held in 2022, because of the pandemic and pursuant to a request from the government. In 2021, the country case study was published, which applies the framework of the social inequality matrix and presents a comprehensive analysis of the social realities and the existing social policies and institutional framework for social protection. The workshop in 2022 ("Gestión e institucionalidad para la igualdad en Guatemala: protección social ante desastres") focused on shock-responsive social protection systems.

54. For Haiti, there is strong evidence that the continued technical assistance provided by ECLAC, jointly with other United Nations agencies, contributed to the drafting of the National Policy on Social Protection and Promotion (PNPPS) and its adoption by the Haitian cabinet in 2020, and now to the

drafting of national and subnational action plans for the implementation of the PNPPS. This has been mentioned by several survey respondents and interviewees, and by the Minister of Social Affairs in a speech during a workshop that ECLAC organized together with WFP in June 2022. The PNPPS defines Haiti's major orientations for social protection and promotion by 2040. It aims to (i) reduce poverty in the long term, (ii) reduce inequalities, and (iii) promote the empowerment of Haitians against discrimination and exclusion. The policy has a strong legal and conceptual framework, uses a rights-based and life-cycle approach to social protection and emphasizes multisectoral collaboration and coordination across ministries.

55. Already in 2011, Haiti's Ministry for Social Affairs and Labour (MAST) had requested technical assistance from ECLAC with regard to social protection. In 2015, an initial workshop was held, from which the idea on working on a strategic document emerged. In 2016, ECLAC, together with others, organized a two-week workshop on social protection, from which a sectoral roundtable emerged. In 2018, within the framework of the roundtable, a smaller team started to work on the drafting of the PNPPS. ECLAC staff commented on the draft during the drafting process from 2019 on in the context of this project. A workshop was postponed due to a change of government and a wave of protests, and then again due to the pandemic, and was eventually held in 2022. ECLAC staff participated in a workshop jointly organized with WFP, and consultative meetings were held in 2019 to gather information and feedback on the planned study regarding the costing and financing of the PNPPS. In 2020 and 2021, two country case studies were drafted, both on the costing of different aspects (cash transfers and other mechanisms) of the PNPPS. ECLAC staff had already participated virtually in the meetings on the PNPPS before the pandemic and continued to do so during the pandemic. During the pandemic, a webinar was held on shock-responsive social protection in the PNPPS, and there were participants from Haiti in other webinars. A virtual workshop was held in 2022 to address the implementation of the PNPPS. ECLAC provided input on the costing of the action plans, on fiscal space and challenges to financing cross-sectoral policies, and also on labour inclusion, institutionalization and the country's social registry.

56. In Honduras, project activities started late, with technical assistance to improve the proposed institutional response to COVID-19 at the local level. In 2021 and 2022, a workshop was organized to support an anticipated government transition. During the workshop, drafting began for a technical document to be handed over from the old administration to the new one. The new administration started in 2022 and is currently working on the redesign of social policies and the institutional framework. For both Guatemala and Honduras, it is too early to assess the effectiveness of the project for these processes.

57. For Panama, there is some evidence that the project activities contributed to capacity strengthening regarding both EA1 and EA2. After the first workshop held in 2018, a letter from the social services department mentioned that they had begun a process of interinstitutional consolidation, aiming to produce evidence for the design of (inter)sectoral policies aligned with the SDGs and national development plans. According to interviewees, there was a lot of enthusiasm in the country to work on inequality, which was also spurred by the organization in 2018 of a meeting on inclusive development in the context of the Regional Conference on Social Development in Latin America and the Caribbean. In 2019, another workshop was held in two cities in Panama ("Social policies to leave no one behind"). According to the progress reports, participants discussed the experiences and challenges of the social services department in Panama with regard to the capacity to implement policies that reduce inequalities. In the same year, an initial case study was published on the legal

and institutional framework of the social services department and policies to reduce inequality. In 2020, a second case study followed, applying the social inequality matrix and analysing the existing social policies to reduce inequality; it included a section on the pandemic. This study showed that the social inequality matrix can explain how inequality is reproduced and how it can be reduced.

58. The series of workshops and case studies in Panama early in the project constituted a pilot test for other countries. The first project workshop introduced the theory and concepts and gave a broad overview of approaches. Further workshops were then used to elaborate on specific issues the counterparts wanted to tackle. It is noteworthy that one of the workshops was held outside of the capital city. This allowed for a wider range of participants from the regional headquarters of various ministries and helped to emphasize territorial inequalities in policy design and implementation. The workshops were highly appreciated by the participants.

59. This pilot could not be implemented in the other partner countries due to government transitions, political instability and insecurity and the pandemic. However, the approach for the second case study on applying the social inequality matrix was replicated for Honduras and Guatemala in 2021. In these two countries, the case studies generated knowledge on (1) the choice of critical inequality gaps given data availability; (2) the capacity of public policy to initiate changes, including in the regulatory framework, but also regarding state authorities, coordination mechanisms, planning, programming and budgeting; and (3) an analysis of the extent to which the current programme could contribute to reducing inequalities. Whereas, in Panama, the case study was drafted after the workshops in the country, in Honduras and Guatemala, the workshops provided background knowledge for the national workshops in 2021 and 2022. For instance, in Honduras, the two toolkits were presented first, the national officials presented their perspectives and current challenges, and then the case study was used for a more practical part of the workshop.

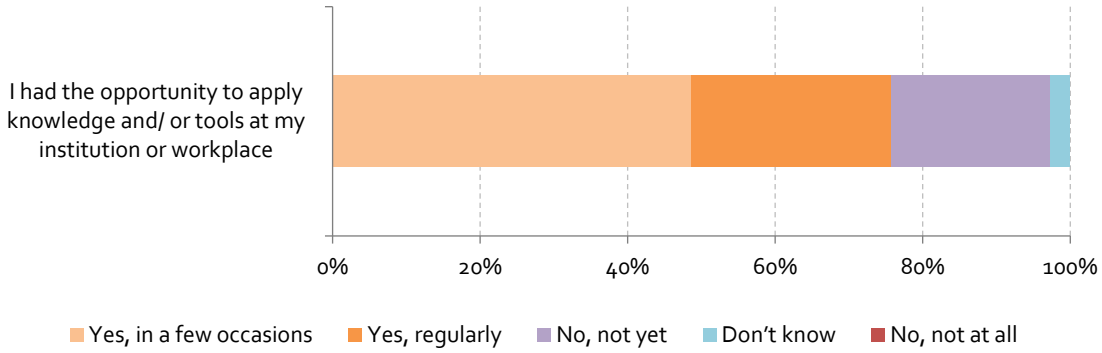
60. In Panama, activities did not continue either. It had been planned that the second case study would be presented by the social minister at that time, but the event was cancelled when the minister was replaced. Apart from webinar participation, there were no more project activities after 2020 and there was no follow-up from the project. According to workshop evaluations and several interviewees, the series of workshops in Panama significantly increased participants' awareness of inequality, specifically regarding territorial inequalities and indigenous groups. This is partly evidenced by the high survey participation and the survey answers.

61. For Paraguay, there is some evidence that the project activities supported the process of improving the country's social registry. A workshop on the social registry was organized in 2021, which they had already started to redesign. The workshop discussed this process and provided recommendations on how to use existing administrative data, among other matters. This recommendation was mentioned by one of the participants during the workshop evaluation, and in general, participants evaluated the workshop as very useful to their work. The continuation of the process of improving the social registry is also evidenced in a publication of another Development Account project on strengthening social production for pandemic responses.[7] After this first workshop, technical assistance pertaining to the social registry continued to be provided through the ECLAC-BMZ/giz Cooperation Program. No country case study was drafted, and apart from webinar participation, there were no further project activities in Paraguay.

[7] Berner and Van Hemelryck (2020).

62. Overall, almost 80% of the survey respondents mentioned that they would already be able to apply the tools or knowledge gained during project activities (see figure 5). Examples included that experiences from other countries helped to improve strategic national action and to replicate lessons learned, and that the knowledge and tools helped in drafting national social policies and shock-responsive social protection programmes, in setting up social registries and creating disaster management plans, in improving social protection programmes and related management tools and in managing the pandemic response. Moreover, respondents said that the knowledge and tools had helped in implementing a pilot study on a vulnerability index, effectively supporting national strategies to reduce poverty and inequality and supporting discussions on adjusting operational guidelines.

Figure 5
Application of knowledge and tools



Source: The evaluator.

63. Another set of answers highlights a different mechanism, which is related to the political economy of social protection and reducing inequality. For instance, survey respondents mentioned the usefulness of the knowledge as an input to advocate for social protection programmes; to argue and guide positions and proposals towards improving the operating manuals of social protection programmes; to build policy proposals; and to suggest approaches and solutions to new governments.

64. Examples for the use of project outputs or knowledge in coordination processes with other ministries include the usefulness of the knowledge and tools for the coordination of multi-sectoral emergency programmes. Noteworthy are the improvements in (inter)ministerial and institutional coordination of the COVID-19 response; the opening up of specific venues for conversations between ministries; and improved leadership.

65. The application of the knowledge gained in workshops or from project outputs has already led to various outcomes, according to the survey respondents. In particular, they mentioned better services provided to the target group; better coordination between institutions; the drafting of a national care policy through institutional coordination, which has already been forwarded for approval by the social services department; the establishment of a policy framework for all public policies and a joint body for coordinating all policy reforms; and the consideration of gender and people with disabilities in programme planning.

Key finding 7: The project contributed to enhancing the work of ECLAC in various ways.

66. The country case studies and toolkits enabled the deepening of the topical and methodological expertise of ECLAC, for instance related to social registries and the costing of social protection policies. Continued technical assistance helped to gain a better understanding of the target group and create targeted tools and training materials. The links forged with stakeholders from the partner countries have been key to the organization of other seminars and events. The virtual platform has showcased collaboration between the divisions of ECLAC, which is increasingly gaining importance because of interlinkages between topics, for instance in the 2030 Agenda. As the objectives of promoting equality and strengthening public policy consistency are an integral part of the mandate of ECLAC, and specifically of its Social Development Division and the subregional headquarters in Mexico, the content developed for the platform and the tools is useful for delivering future capacity-building activities and can potentially improve them. Furthermore, the platform has the potential to publicize the work of ECLAC on social protection and the reduction of inequalities and make it more accessible. Overall, the project has helped to strengthen the pioneering work of ECLAC and its leadership on the topic of state-led universal and rights-based social protection systems to achieve greater equality.

Key finding 8: The project generated unintended results, including the creation of a virtual platform, increased awareness of the toolkits and evidence that policy coherence had been promoted.

67. The virtual platform was not an intended output reflected in the results framework. The platform had not yet been launched at the time of the evaluation, but it will likely generate the mentioned results, such as an improvement in the material for workshops and other training activities, which other divisions can also use. Counterparts and other project participants will be able to access these materials and learn autodidactically, or in a more likely scenario, will deepen their familiarity with certain aspects after having participated in workshops or received technical assistance.

68. The project has increased the capacity of some consultants in applying the inequality matrix. They have recommended parts of the toolkits for use in other projects in the partner countries or other countries. This has the potential to increase awareness and the use of the toolkits.

69. Moreover, in the toolkit on management and institutionalization, the project addressed the issue of policy coherence. Coherence is not only an essential characteristic of any public policy, but also a criterion increasingly used to evaluate interventions, especially in the implementation of the 2030 Agenda.[8]

Key finding 9: The evaluation showed that there were different success factors, barriers and mechanisms related to the achievement of the project's objectives and expected accomplishments.

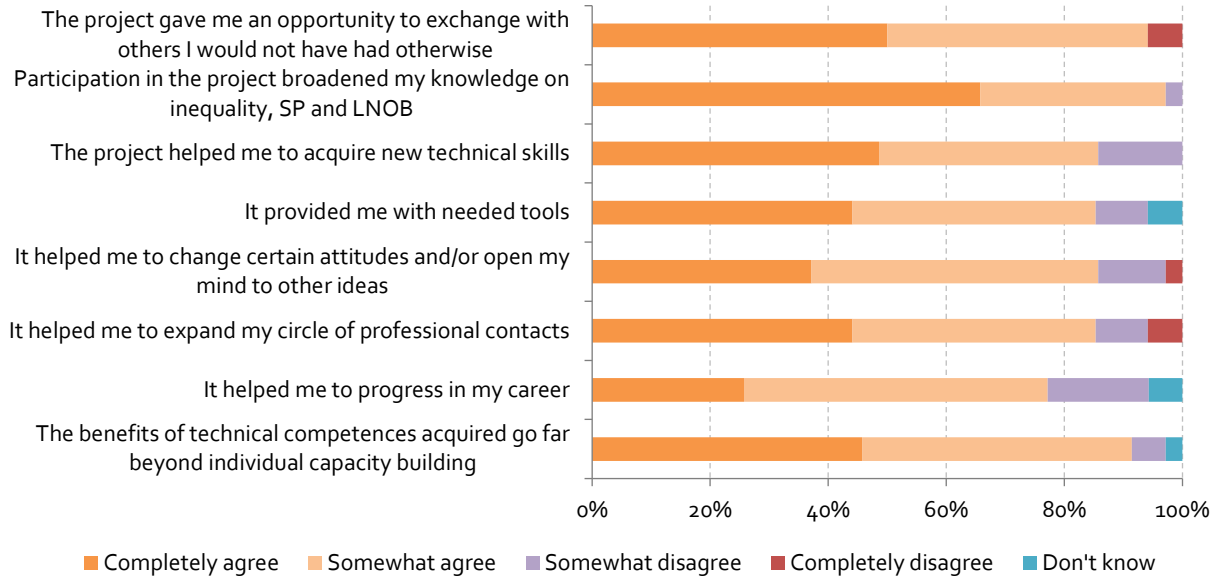
70. The major success factors include the prestige of ECLAC, continuity and trust in the expertise of the team, and the Commission's other activities. First, ECLAC is held in high regard in the domain of social policy, based on thematic but also regional expertise. As mentioned by several interviewees, continuity in the assistance it provides can help institutionalize policies or strengthen institutional frameworks.

[8] www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm#coherence-block.

Second, the continuity of the wider project team and trust in their expertise was very important. Most interviewees highlighted that this helped increase the quality of the work provided. Third, other activities of ECLAC, such as the Regional Conference on Social Development, and the Commission's policy briefs and other publications, are an impactful means of communicating to countries and strengthening the message on equality and social protection and are especially helpful in targeting important actors, such as political staff and civil society actors. This makes it hard to attribute any achievements to the project but makes it much more likely that project objectives are achieved.

71. The main mechanism through which project objectives were expected to be achieved was building the capacity of government officials, a result embedded in technical assistance and based on regional evidence, tools and databases (see theory of change in figure 10). According to the widely-used Kirkpatrick training evaluation model, participants first need to be satisfied with the training and then learn and change their behaviour before results can happen. Whereas satisfaction can be measured immediately after the training, learning, changes and results take much longer to materialize. The survey respondents, interviewees and workshop evaluations all suggested that participants were highly satisfied with the training and had acquired some useful knowledge and/or access to tools. Survey respondents also broadly agreed that they had gained knowledge, ideas, technical skills and tools (see figure 6). Expecting increases in skills and capacity might be more realistic if the workshop had addressed a process already under way in the country, so that the knowledge and tools were relevant and could be applied immediately. Otherwise, interviewees expressed doubts that a workshop lasting a few hours or days could achieve an impact on the capacity of participants. On the other hand, some interviewees suggested that even though workshop participants might not continue in their respective ministry after a government transition, they might be hired by other ministries or work as advisors or for other national organizations and the knowledge would remain and help to advance other goals related to the project's topics.

Figure 6
Effects of project activities at the individual level

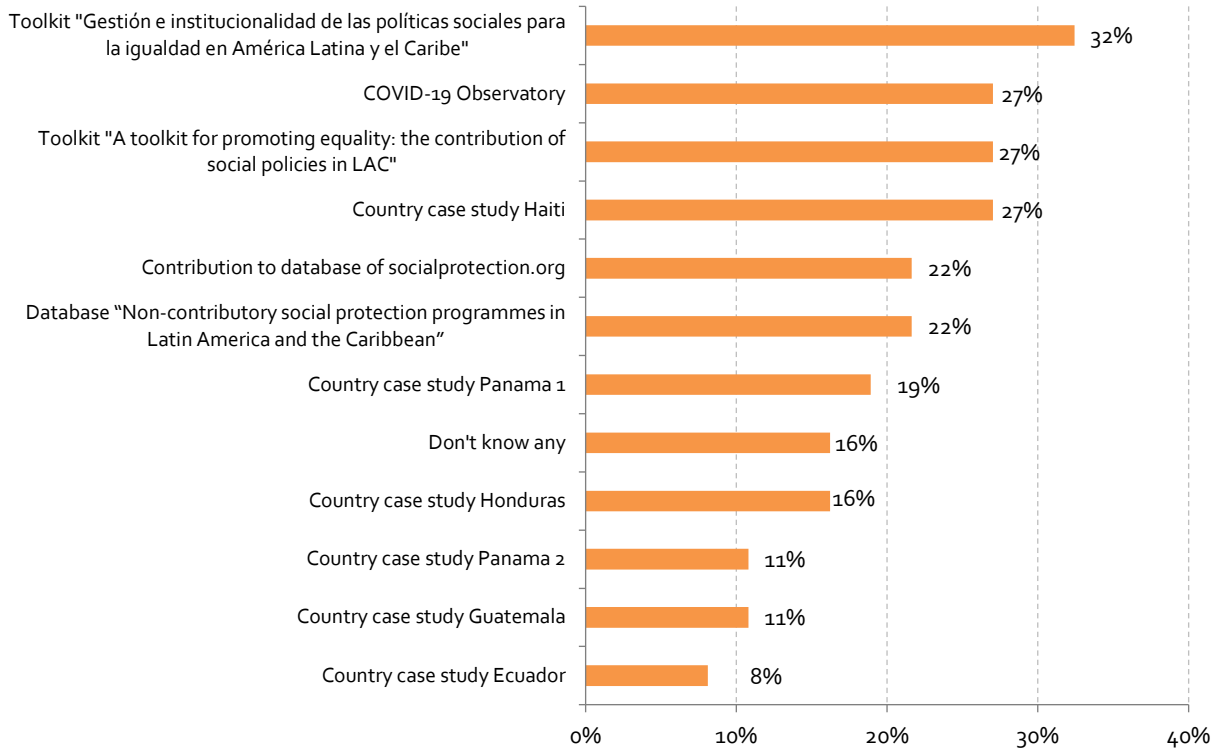


Source: The evaluator.

72. A barrier to effective capacity-building might be the rather low number of respondents indicating their knowledge of the project outputs (see figure 7). Yet, given that both toolkits were only published in 2021, after project activities in Ecuador and Panama had already ended, and that the country case studies were targeted towards a rather specific topic and group of people, these numbers are plausible. Survey respondents explained how they use the tools. Most noteworthy is that the toolkits and knowledge provide methodological approaches for effective policy design, while helping to find solutions and approaches to tackle inequality, improve institutional frameworks and consider the perspectives of beneficiaries in emergency responses.

73. Moreover, respondents mentioned that the project outputs helped them in providing further training for mid-level professionals at the regional level, aligning policies with different regional dynamics and supporting the active participation of former training participants in policy design and the strengthening of institutional leadership.

Figure 7
Knowledge of project outputs

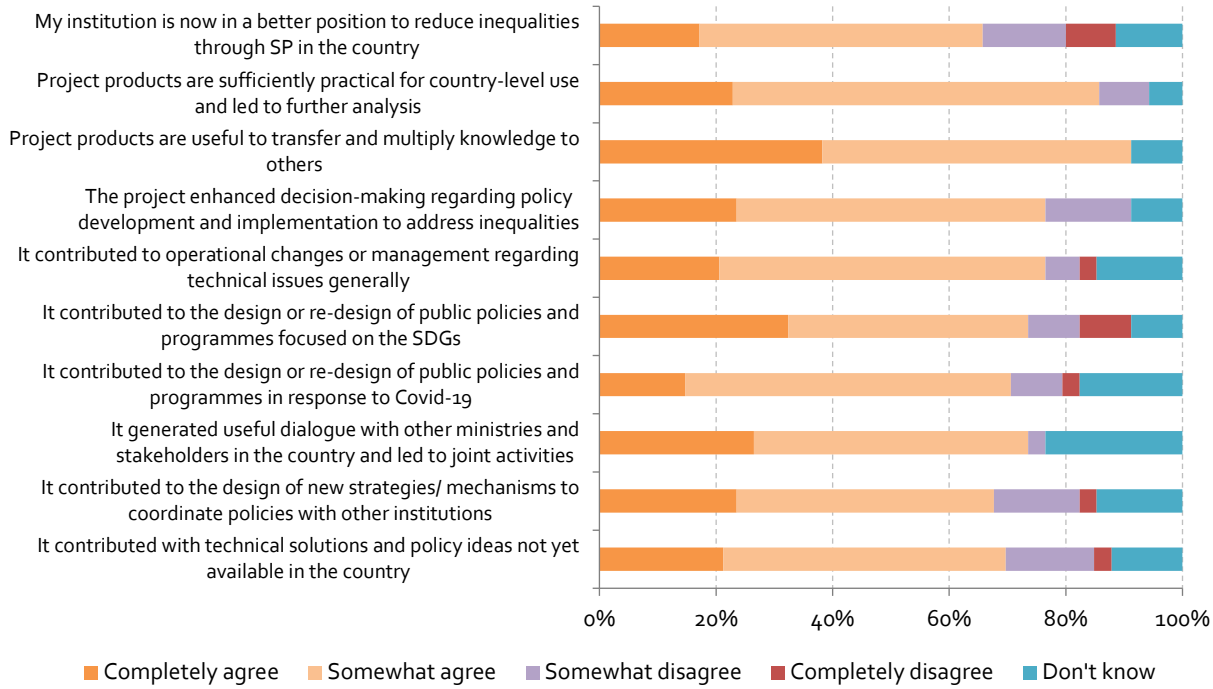


Source: The evaluator.

74. At the institutional level, this individual learning would need to translate into behavioural changes. As shown by the survey, agreement with statements about institutional effects was still high, although it was lower than for changes at the individual level (see figure 8). Agreement was exceptionally high for the transferability of knowledge and tools and for the practical applicability of the project's products. Some survey responses shed light on barriers, for example, why respondents could not apply the knowledge and tools yet and why outcomes had not (yet) been achieved. First and foremost, these reasons included government transitions, restructuring of ministries and staff turnover,

but also that workshop and/or technical assistance content was not deep enough; that critical decision-makers were not present at the workshops; and that there was not enough time to discuss the approaches with colleagues and other national actors.

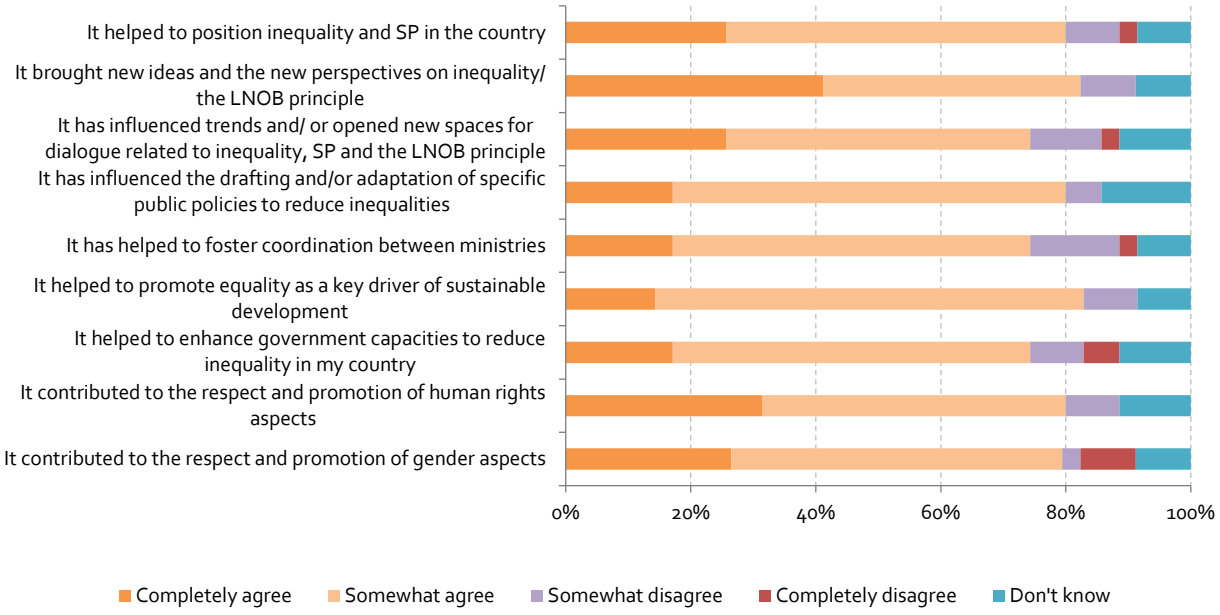
Figure 8
Effects of project activities at the institutional level



Source: The evaluator.

75. Changes at the national level are shown in figure 9. The results are quite similar to those at the institutional level. Although agreement was high, it was not as high as at the individual level. Interviewees provided further information on barriers, explaining for instance that, despite new ideas and perspectives having been introduced and the fact that project activities and toolkits had been very useful, interinstitutional and intersectoral cooperation were difficult processes. Most interviewees argued that workshops, toolkits, and especially experiences from other countries in the region were only useful to a certain extent, and that, especially after government transitions, counterparts would need technical assistance and support in more complex intersectoral policy coordination and the creation of interinstitutional frameworks.

Figure 9
Effects of project activities at national level



Source: The evaluator. Another mechanism mentioned in the project document is outside support to push for reform on issues that are contentious in the countries. Although it is likely that this happened, it cannot be shown in any detail by the evaluation. One interviewee explained that participation in the project activities had helped them to raise awareness among technical staff of the need for coordinated and preventative emergency responses. Workshops, combined with technical assistance, would help to increase motivation, enable ownership of national problems and enhance the empowerment of staff members. Messages delivered by ECLAC would carry more weight than those of national officials because of the Commission's expertise and prestige.

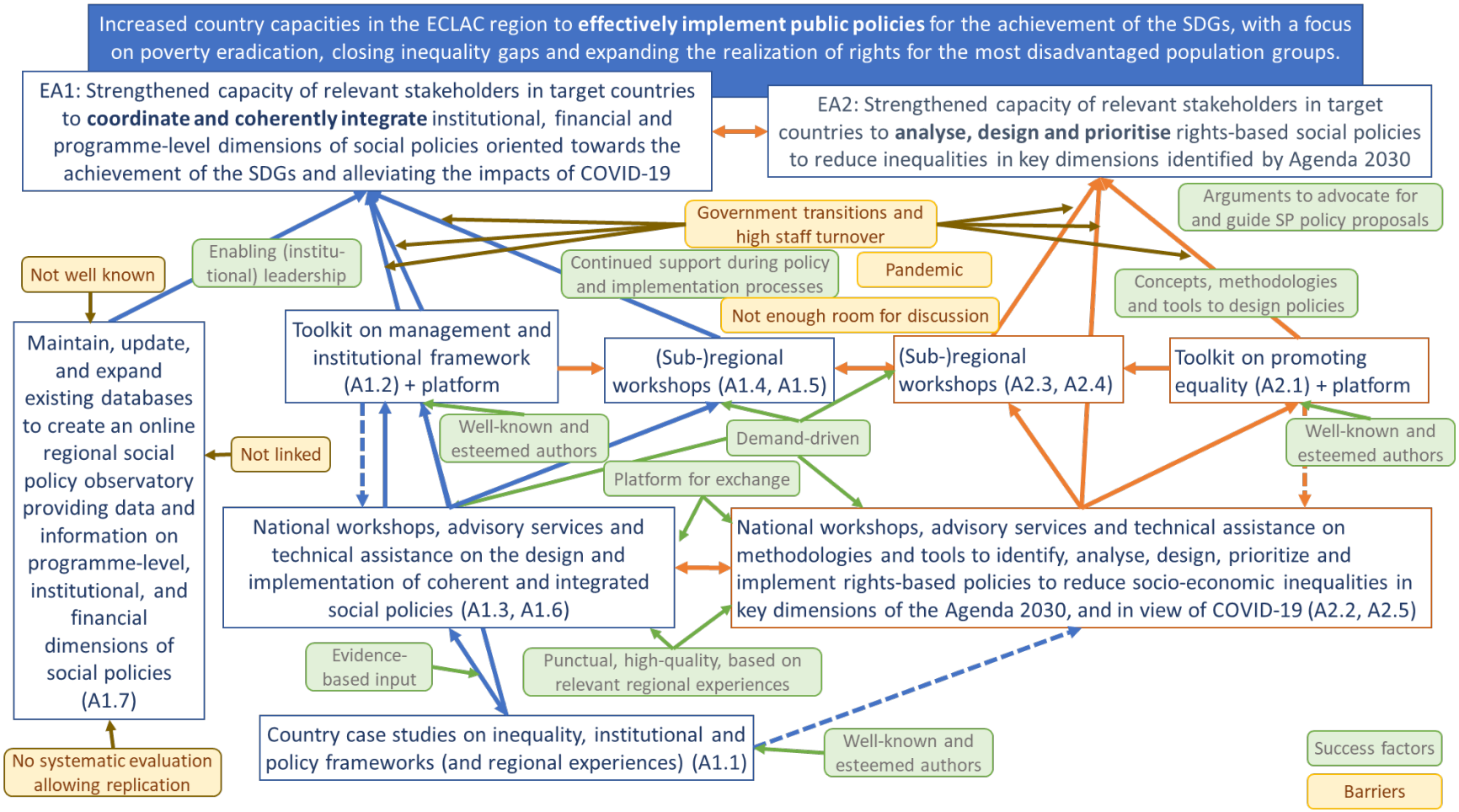
76. A point that works against this mechanism is that several participants mentioned that key decision-makers had not participated in the immediate workshop evaluations for the (regional) workshops in Panama. However, of the survey respondents, more than 50% completely agreed and a further 40% somewhat agreed that key persons had participated in the workshops (see figure 11). Attendance lists show that expert practitioners, academics and civil society organizations were not included in most workshops, although they could also have provided analysis, pushed for reforms and influenced policy design and monitoring. Lastly, rather than addressing contentious reform issues, most topics were more technical than political, such as the focus on social registries, supporting the work of technical roundtables, and shock-responsive social protection programmes. Very few respondents mentioned political topics, such as how to prevent programmes from being politically manipulated.

77. Taking the response to COVID-19 as an example, most countries implemented at least some social protection measures to mitigate the effects of the pandemic and related restrictions. Yet, as evidenced by the case of Ecuador, politics and the political economy of social protection significantly shaped these responses (for instance, are people and companies prepared to pay higher taxes? How high is the degree of solidarity within the country?). In Ecuador, a study carried out in the context of the project found that the coverage and sufficiency of cash transfer programmes implemented in response to the pandemic had been low, and identified, among other issues, that government officials who had tried to increase both coverage and sufficiency had been held back by opposition

parties. While the project had focused on technical issues of design and implementation, the political economy of social protection and inequality reduction had been dealt with in the framework of other ECLAC work and events, including the Regional Conference on Social Development.

78. A final mechanism, which was not very evident from the logical framework, was the opportunity to converse with representatives of other ministries and national institutions and actors during project activities, and through this to initiate coordination. Slightly more than 90% of survey respondents agreed that this discussion had presented a unique opportunity, and more than 80% agreed that participating in it had expanded their professional network (see figure 6 above). One interviewee said that this was especially useful after a government transition in which ministries were restructured and many staff members were replaced. For instance, in Guatemala, national officials were able to get to know and communicate with each other during a workshop. This had been difficult, as the new government had started at the beginning of the pandemic, and because the emergency response system, which was implemented in an isolated way by different institutions, was rather fragmented.

Figure 10
Revised theory of change with mechanisms, success factors and barriers



Source: The evaluator.

4.3 EFFICIENCY

Key finding 10: Project activities and outputs were adequately achieved, with a high level of satisfaction from key stakeholders.

79. Across all workshops, between 90% and 100% of participants confirmed that the workshops had been useful for capacity-building. Letters of appreciation for the technical assistance provided were submitted by the project partners from Honduras, Panama and Paraguay. The toolkits included country case studies and feedback from the workshops as well as guidelines for responding to the pandemic. The first toolkit was based on evidence and successful experiences in the region in achieving greater social equality, such as institutional management and social policy frameworks with documented positive attributes related to integrity, and impacts on the reduction of some of the multiple dimensions of inequality. Toolkit 1 provided guidance in assessing and improving the management and institutional framework for social policies. The second toolkit focused on specific public policies and programmes. Based on successful social policies implemented in different countries in the region that effectively reduced inequality in multiple dimensions, it provided guidelines to assess the multiple dimensions of social inequality, along with recommendations for the challenges that need to be taken up by policymakers to improve the living conditions of the population groups that have been left the furthest behind. The toolkits were published in July and October 2021 and have since been disseminated in webinars, on the website, and in the workshops held later in Haiti and Honduras.

Key finding 11: Project activities and outputs were achieved in a cost-effective manner, although many activities were delayed, postponed or cancelled. The project was adapted, because of changing contexts and the pandemic, in a flexible and innovative way.

80. The project experienced several delays and many activities and outputs were not achieved in a timely manner (see A8). The reasons for the delays were mostly outside of the scope of the project and mostly reasonable. The delays were primarily the result of government transitions, political instability and insecurity and the pandemic. When faced with expected changes like the restructuring of ministries and changes in staff, project staff decided to establish contact with the new administrations and plan activities with them. Some government transitions were also accompanied by periods of political instability and protests. In most cases, the actions taken were sufficient to mitigate the impact of time constraints.

81. There were delays in the creation of the two toolkits. The order of project activities was then revised, and the toolkits were designed to include experiences from the national workshops and (sub)regional seminars. In hindsight, this allowed the project team and contributors to better understand project partners and to better target the toolkits to their situation and needs.

82. Significant delays and changes in activities also happened as a result of the pandemic and the related government responses. In Haiti, where many activities were already carried out online before the pandemic, virtual technical assistance continued rather smoothly, whereas other online activities only started in September 2020.

83. Project outputs were achieved in a cost-effective manner. Technical assistance was efficiently combined with workshops and other project events. Activities addressing EA1 and EA2 were also combined, given their interrelatedness, and accounting for the fact that ECLAC does not have a regional office in any of the partner countries. The budget was not fully used due to travel restrictions and the cancellation of several national workshops. Funds were shifted to the creation of a virtual platform, and to consultants, assistance to support webinars and virtual technical assistance. In view of these challenges and the flexible response, management expenses were adequate.

84. There is evidence of the project using the technical, human or other resources available to increase efficiency. Noteworthy examples include the use of existing material developed in other ECLAC projects, such as a course on the life-cycle approach to social protection[9] and a toolkit on universal social protection.[10] Experts from other ECLAC divisions participated in designing the virtual platform and most of the content was developed by project staff jointly with other divisions, for example the Latin American and Caribbean Institute for Economic and Social Planning (ILPES), the library and the publication division.

85. The project adequately adapted to government transitions, by (i) maintaining contact with key (permanent) staff of the counterparts; (ii) establishing contact with the new administrations, although this could have been done earlier and in a more proactive way, according to some interviewees; or (iii) being present during transitions, as exemplified by the case of Honduras. A technical document for the new government was drafted by the old administration, which among other things enabled contact with the new administration and allowed the collaboration to continue, although only after some time.

86. The project also adequately adapted to the pandemic, although the transition to virtual workshops and virtual technical assistance was rather slow. A context-specific and best-fit mix of virtual, hybrid and in-person activities was then used. According to the survey, almost 90% of respondents agreed that the project responded adequately to the pandemic, and more than 90% agreed that the virtual activities allowed project activities to continue effectively (figure 11).

87. The virtual platform was an innovative way of using the project funds efficiently and has the potential to achieve various unintended results and increase the efficiency of other ECLAC projects and the sustainability of results in the medium term.

[9] Course: "Instrumentos de Protección Social a lo largo del ciclo de vida". Available at www.cepal.org/es/cursos/instrumentos-proteccion-social-lo-largo-ciclo-vida.

[10] Cecchini and others, 2015.

Figure 11
Assessment of implementation

Source: The evaluator.

Key finding 12: The project was implemented using sound management practices and services and support were delivered in a high-quality manner.

88. The project was implemented by the Social Development Division in Santiago and the Subregional Headquarters in Mexico, using sound management practices. The Social Development Division was responsible for the partner countries in South America (Ecuador, Panama and Paraguay), and the Mexico office was responsible for the countries in Central America and the Caribbean (Guatemala, Haiti and Honduras). For Haiti, ECLAC Mexico has a focal point who coordinates all ECLAC activities in the country. Due to language barriers, staff members of both the Social Development Division and the Mexico office participated. The pandemic and the shift to virtual workshops and meetings allowed for the participation of more staff. The coordination was judged highly adequate by the interviewees.

89. Figure 11 above shows that approximately 90% of the survey respondents indicated their satisfaction with different aspects of efficiency and implementation. The workshop evaluations show a high degree of satisfaction with the quality of services and support provided. The interviewees overwhelmingly expressed their satisfaction with the activities, knew the names of the presenters and mentioned their unique expertise.

Key finding 13: The M&E plan was well conceived and implemented, and mostly sufficient to monitor results and track progress towards the achievement of objectives.

90. The monitoring and evaluation plan included clear scheduling of monitoring, roles and responsibilities and coordination between the Santiago and Mexico offices. The indicators are mostly relevant and time-bound, but could have been designed in a more specific, measurable and achievable way (see annex A8 for more details). For instance, there are indicators for the relevance of the workshops for

the participants and for the official initiation of coordination, policy design and analysis processes, but there is no indicator (and therefore no monitoring) to capture intermediate results. These could include the perceptions of participants sometime after the workshops, or lessons learned from unsuccessful processes. However, implementing this would require more resources.

91. Baseline information was not detailed; however, achieving this would have been difficult due to the demand-driven approach of the project and the very context-specific and participatory activities. For the workshops that were jointly organized with other organizations, there are no attendance lists or workshop evaluations available.

92. The M&E plan was effectively and efficiently implemented. All progress reports were of high quality. As detailed in the project document, each contains a review of countries' development of guides, manuals, strategies or policies, as shown on government and news websites. As these websites are no longer available in most cases, they could not be used as evidence for this evaluation. A remedy could be to include the processes or documents identified in the virtual platform to allow for better monitoring during the project, and to enable learning across the project life cycle and for the team.

93. Two main risks were identified during the design phase. The first risk, presidential elections leading to changes in government and possibly to political and institutional instability, materialized to different extents in some countries. In 2018, political instability and a change of government delayed the beginning of activities in Haiti, which extended into 2019, so that a workshop had to be cancelled (see table 2). In 2019, violent protests also delayed activities in Ecuador, and in Guatemala, activities had to be postponed due to a change of government. In Honduras, risks related to the change of government in 2021 did not materialize. After the arrival of a new administration resulting from a different political coalition, the country requested that technical assistance from ECLAC continue in 2022. The change in government was anticipated and the project organized a workshop and supported the National Secretariat of Social Inclusion and Development in drafting a technical note to provide the next administration with strategic priorities to confront social inequality. Moreover, this initiative was supported by the new government, which retained a former staff member who had participated in the project activities.

94. The second risk identified during the design phase was a lack of commitment at the government level to the SDGs and to greater equality. Interview partners did not identify this lack of commitment, and even pointed to the opposite since, for instance, all partner countries had participated in the Regional Conference on Social Development in Latin America and the Caribbean[11] along with ECLAC focal points in the countries and many project participants.

95. Since the project was heavily reliant on in-person workshops, the pandemic and related travel and meeting restrictions represented a major challenge. In 2020, several workshops and technical assistance activities that had already been scheduled needed to be cancelled, and they were eventually switched to online meetings. Moreover, the focus in the partner countries was shifted towards responding to the social and economic impacts of the pandemic and countries had fewer resources available for capacity-building activities. Content-wise, some activities, country case studies and toolkits were realigned to include social protection responses to the socioeconomic impacts of the pandemic (see table 2).

[11] www.cepal.org/en/subsidiary-bodies/regional-conference-social-development-latin-america-and-caribbean.

Table 2
Number of project management responses to the issues raised in M&E reports

Challenge encountered	Progress report	Actions taken
Political instability and insecurity in Haiti and Ecuador delayed the beginning and implementation of activities in both countries.	**2018, 2019**	Activities were postponed or cancelled.
Government transitions in Ecuador, Guatemala, Honduras, Panama and Paraguay delayed the beginning and implementation of activities in these countries.	**2019, 2021**	Activities were postponed, contact was established with new governments, and contacts with permanent or technical staff or those retained was maintained.
The temporary shift of countries' focus and resources to respond to the social and economic impacts of the pandemic contributed to delays in the implementation of activities in all countries. Travel bans made it impossible to carry out in-person workshops.	**2020, 2021, 2022**	Some activities were realigned with the response to COVID-19 and in light of the obstacles to participating in missions and on-site activities. Eventually, there was a shift to virtual workshops and technical assistance.

Source: The evaluator.

Key finding 14: Efforts were made to optimize synergies and avoid duplication with other activities implemented by ECLAC, partner countries and other development partners.

96. During the pandemic, three webinars were organized in partnership with the ECLAC Development Account project entitled "Strengthening Social Protection for Pandemic Responses: Identifying the Vulnerable, Aiding Recovery and Building Resilience". Synergies with several other ECLAC divisions were achieved throughout the process of developing the virtual platform.

97. Synergies were also forged with other development partners in the partner countries. Most noteworthy is the "Delivering as one" approach in Haiti, in which all major development partners coordinated their participation in the drafting of the National Policy on Social Protection and Promotion (PNPPS). ECLAC specifically joined forces with WFP, which financed the Commission's participation in workshops and in the two costing studies. In Panama, the first workshop was jointly organized with FAO, which at the time had started to work on the linkages between social protection and rural development. Since one of the major inequalities in Panama was found to be the territorial and urban-rural gap, it is very likely that the collaboration avoided duplication and maximized synergies. An international seminar in Ecuador was organized with organizational and financial support from IDB, UNICEF and the World Bank. An existing partnership with the socialprotection.org platform of the International Policy Centre for Inclusive Growth (IPC-IG) was renewed. Programme information was provided for the platform's database, webinars were promoted through the platform and project staff were invited to speak at events organized by platform members.

98. Since all national project activities were demand-driven and based on rather specific requests, it is also very likely that this avoided duplication with other activities in the partner countries. Several interviewees mentioned the niche of ECLAC, through its focus on the role of the State in a progressive and rights-based approach to social protection, which is unique in the (donor) landscape and therefore generates complementarities with other activities in the partner countries.

4.4 SUSTAINABILITY

Key finding 15: Project results have the potential to be sustained in different ways and to a different extent in the partner countries. Nonetheless, since most of the project activities addressed specific topics and stages of the policy cycle, continued support is crucial.

99. For Ecuador, Panama and Paraguay, there is no evidence that the project led to changes as outlined in the EA (see section 4.2). It is therefore not possible to make any statements about their institutionalization and sustainability. In Ecuador, technical assistance and the case study were tailored to the specific request of the counterpart, the topic of social registries. The project also contributed to an international seminar on social protection, jointly with other donor partners. These factors usually increase relevance and enable ownership and sustainability. A study conducted in the framework of the project found that in Ecuador, the coverage for children receiving cash transfers increased substantially during the pandemic and that cash transfer programmes for informally employed workers were established. However, due to the use of existing databases, the maintenance of narrow, pre-determined eligibility criteria and the lack of possibility for individuals to self-identify, only a small share of those informally employed could be identified, which led to low coverage. The study suggests that government officials tried to increase both coverage and sufficiency and to hasten their response but were held back by opposition parties.[12]

100. In Panama, the initial workshops were oriented more broadly towards the social inequality matrix. This orientation should have been deepened through further workshops and technical assistance. As these events could no longer be held, the sustainability of the results is rather unlikely. However, survey responses from counterparts in Panama suggest that at least some ideas have persisted. In Paraguay, an initial workshop on social registries was organized based on a specific request. ECLAC continued to provide technical assistance through two other projects,[13] and therefore, sustainability might be more likely there.

101. In terms of sustainability, the second group of countries includes Guatemala and Honduras, where project results are more likely to be sustained and where continued support might help to institutionalize shock-responsive social protection programmes and to redesign institutional frameworks for greater equality. In both countries, the project resumed or started only in 2020 and 2021, because of government transitions. Activities in both countries were rated positively in terms of effectiveness, as both have begun the process of (re)designing or coordinating institutional frameworks with regard to shock-responsive social protection systems or policies to reduce inequality. For both countries, interview partners uniformly mentioned the need for further technical assistance, which in Honduras was already under way at the time of the evaluation and in Guatemala has been discussed. In Honduras, to ensure this continuation, it was very important to maintain contact with technical staff from the former administration and to establish contact between the new minister and ECLAC. For Guatemala, the need for further assistance for the technical roundtables that were established to coordinate policies was mentioned. Interviewees also mentioned that the counterparts would need to focus on specific aspects of implementation, including

[12] Blofield and others, 2020.

[13] CEPAL-BMZ/giz *Reactivación transformadora: superando las consecuencias de la pandemia de COVID-19 en Latinoamérica y el Caribe*, and Strengthening Social Protection for Pandemic Responses: Identifying the Vulnerable, Aiding Recovery and Building Resilience, www.cepal.org/en/notas/taller-registro-social-hogares-paraguay-recomendaciones-fortalecer-su-implementacion.

the experience of other countries in the coordination and establishment of institutional frameworks. According to an interviewee, the latter would require more actors to be included in the workshops, for example from the social services department, as well as people leading the roundtables and local authorities.

102. In Haiti, after the approval of the PNPPS, the Ministry for Social Affairs and Labour (MAST) had requested further technical assistance for its implementation. This is already under way and is being supported by ECLAC, as exemplified by a workshop organized together with WFP and the Embassy of Switzerland in Haiti.[14] The workshop included the experience of some ten other countries in implementing their social protection policies. ECLAC had already planned a similar workshop in 2019, requested by MAST; however, the workshop had to be cancelled due to political instability. Current technical assistance also includes support related to the MAST social registry, the costing and financing of the implementation of the policy and its institutionalization. Moreover, through its focal point for Haiti, ECLAC has developed virtual training sessions for regional government officials. Close collaboration with other donor partners ensures continuity, especially with WFP, with which ECLAC has renewed an agreement regarding collaboration in Haiti that is still valid until the end of 2022. One survey participant mentioned that after the adoption of the PNPPS, the World Bank began implementation of a project on adaptive social protection.

103. With regard to the project outputs, the survey shows that almost 80% of respondents had already had the ability to apply the knowledge and tools in their workplace on a few occasions or regularly (see figure 5 above). The majority of interviewees and survey respondents suggested however that continued support for policy processes and implementation was needed. Moreover, the virtual platform in particular has the potential to sustain the benefits over time. The toolkits and other platform content will allow for autodidactic learning to a certain extent and will be used for delivering further capacity-building workshops and deepening the knowledge gained during project activities. The governance strategy includes yearly updates of the contents, including the policy examples in the region, financed for instance through other Development Account projects. In order for this to happen, the importance of disseminating activities was mentioned, both internally within ECLAC and to counterparts and the public.

Key finding 16: High-quality follow-up support activities exist or are planned in several partner countries.

104. No exit strategy was defined and agreed upon by partners. The type and extent of commitments and follow-up activities varies across partner countries. As mentioned, activities in Ecuador and Paraguay were specific and unique, so no exit strategy was needed. In Panama, activities were broader and were not continued due to changes in government and in the staff of counterparts. In Guatemala, Haiti and Honduras, follow-up support is currently being discussed by counterparts or is already under way. In Haiti, ECLAC, jointly with WFP and other donor partners, has committed to supporting the implementation of the PNPPS, at least until the end of 2022. Project activities, especially the case studies and workshops but also the toolkits, help to ensure that this follow-up support is of high quality and is relevant to the needs, objectives and priorities of the counterparts.

[14] https://www.cepal.org/en/news/eclac-supports-haiti-process-implementing-its-national-social-protection-policy.

Key finding 17: There is evidence of commitments, initiatives and funds to continue with activities aligned with the project objectives.

105. Further to the continued support of partner countries, some interviewees reported initiatives by other international organizations that are partly aligned with the project objectives, such as a capacity-building programme for national officials in Honduras and support provided related to social protection policies in Haiti and Guatemala. Through its latest programme of work, ECLAC continues to support the project's activities. For instance, in one of its flagship reports,[15] ECLAC argues that cash transfers implemented during the pandemic should be maintained and transformed into universal, comprehensive and sustainable social protection systems in order to move towards a welfare state and a new social contract. The organization has also committed to launching the virtual platform, and to a governance strategy for said platform, including updates and dissemination.

Key finding 18: The project demonstrates potential for replicating and scaling up successful practices, in particular through the virtual platform.

106. The toolkits and other platform content provide evidence of strategies and policies effectively implemented by the countries of the region and in international legal and regulatory frameworks. The relevance of these materials allows for their application in the ECLAC region but also beyond, in other countries and regions that are interested in designing and implementing social policies aimed at systematically closing inequality gaps. Due to their didactic nature, the materials developed allow the capacity-building workshops on closing inequality gaps to be replicated, and enable coordinated policy responses, both for specific and broader requests by counterparts, addressing different stages of the policy cycle.

107. The majority of the interviewees and survey respondents, especially those from Central American and Caribbean countries, mentioned the need for continued support from ECLAC for the project's objectives, and the survey showed that there are similar needs in other countries in the ECLAC region. The expertise of the project team and the external experts would allow the project to be replicated in other countries. Participants consistently mentioned that the transition from SP programmes to integrated and coherent systems would require further support, but also mentioned more specific topics such as interinstitutional frameworks, fiscal space, monitoring and evaluation, cost-benefit analyses, social registries, identification and targeting. Moreover, with regard to EA2, gender in particular but also migration, children and young people were mentioned as recommended topics. Lastly, the need to include municipal stakeholders, affected communities and indigenous groups through participatory processes was highlighted.

108. With regard to the initiatives implemented by other international organizations, several interviewees highlighted the continued need for the participation of ECLAC, which would provide unique regional and thematic expertise and a rights-based approach to social protection delivered by the state, among others.

[15] *Social Panorama of Latin America 2020*.

4.5 CROSS-CUTTING ISSUES

Key finding 19: Gender and human rights aspects were explicitly considered in the design of project contents and were implicitly considered in the implementation of project activities.

109. Both toolkits promote rights-based approaches to social protection. The PNPPS in Haiti is based on a rights-based approach to social protection. Gender inequality is considered throughout both toolkits, and through the application of the social inequality matrix in Guatemala, Honduras and Panama; however, it was never focused upon in a workshop or in the provision of technical assistance. More than 80% of survey respondents agreed that the project promoted human rights aspects, and slightly less than 80% agreed that it promoted gender aspects, although about 9% strongly disagreed with the latter (see figure 9 above). Many workshop participants mentioned in the evaluation forms that there could have been a stronger focus on gender. Some interviewees highlighted that gender aspects became even more important during the pandemic.

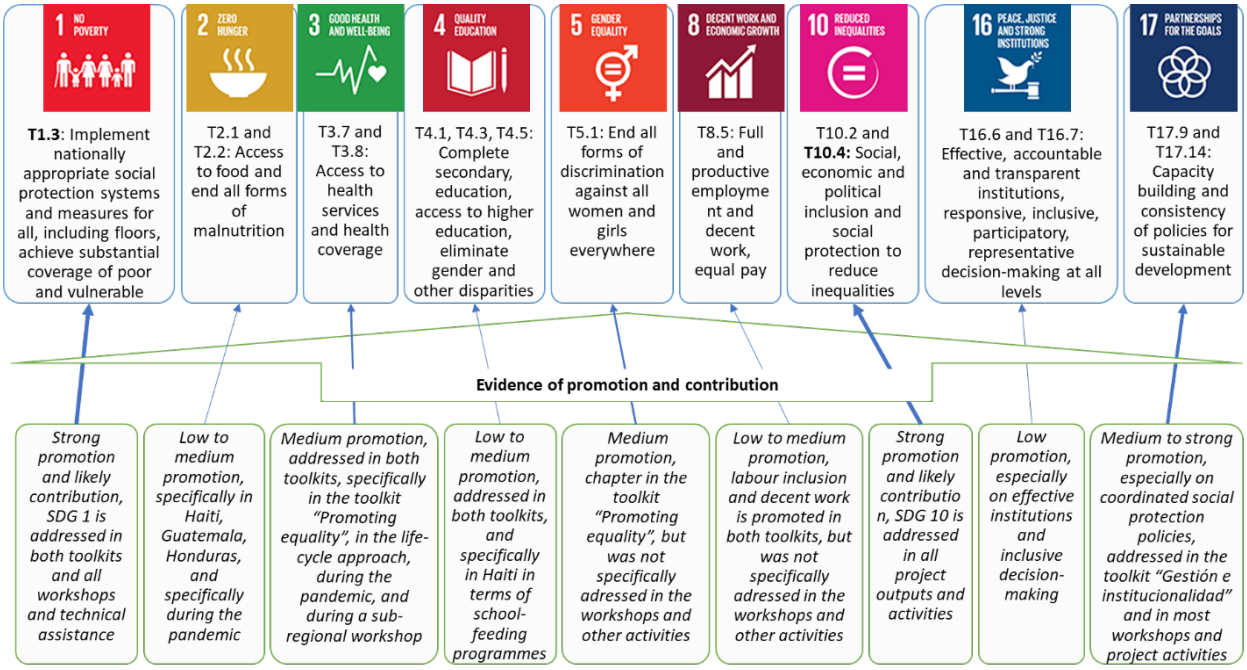
110. Although the participation of male and female experts and speakers was not explicitly mentioned in the project documentation, in the workshops, it was quite balanced. Among the participants, there were slightly more women. In Panama, representatives of the National Institute for Women and of the National Secretariat for the Development of Afro-Panamanians (SENADAP) participated, which, according to an interviewee, helped to include their perspectives. The virtual platform features slightly more women in the videos. However, the speakers were not representative of other groups, especially indigenous peoples or people of African descent.

111. The workshops did not include civil society, academia and other non-governmental actors. However, this is not necessarily a weakness, as the project was specifically for ministry staff involved in coordinating policies and addressed rather technical aspects of programme and policy design and implementation. Political and other stakeholders were invited to sessions of the Regional Conference on Social Development in Latin America and the Caribbean, a broader forum for participation. Moreover, the first toolkit (Institutional frameworks for social policies for equality in Latin America and the Caribbean) specifically considers the role of non-governmental actors and the importance of their participation in problem-solving, setting agendas, discussing alternatives and budgeting, and their involvement in the coordination of implementation, monitoring and evaluation. Some workshop participants specifically recommended including academics in project activities.

Key finding 20: The project was well aligned with the 2030 Agenda, especially with Goals 1 and 10.

112. Through the results achieved, the project likely contributed to the achievement of Goals 1 and 10 and to the principle of leaving no one behind in general, and also promoted some targets of Goals 2, 3, 4, 5, 8, 10, 16 and 17 (see figure 12). It also explicitly addressed the institutional challenges that must be tackled to ensure the creation of appropriate social protection systems that contribute to progress towards the achievement of these Goals.

Figure 12
Promotion and contribution to the Sustainable Development Goals



Source: The evaluator.

5. CONCLUSIONS

5.1 RELEVANCE

113. The project objective was well aligned with the needs, objectives and priorities of the partner countries. As evidenced by requests for ECLAC to provide technical assistance, the countries were facing a lack of capacity to (i) analyse the situation of marginalized groups and (ii) design and implement social policies and programmes to reduce inequality. The survey showed that the project objectives met the country priorities and hinted at a slightly more important EA1 (social policy integration) compared to EA2 (promotion of rights-based social policies fostering equality), although this might reflect priorities having changed during the pandemic. The survey respondents and interviewees overwhelmingly expressed their satisfaction with the project design, the relevance of the project activities for the country context and the participatory design of the activities, which were responding to needs, capacities and challenges in the country.

114. The project links two important priorities of ECLAC, equality and social protection. Based on the social inequality matrix of ECLAC, which offers a complex analysis of intersectional inequalities, it then guides public social policies aimed at the reduction of these inequalities. The project is strongly linked to ECLAC's mandate regarding the promotion of the 2030 Agenda and sustainable development and to the Regional Agenda for Inclusive Social Development.

115. The project objectives remained appropriate during the pandemic and the relevance of some project activities even increased. Although there was a period of inactivity for the project, and many workshops and activities that had already been planned could not take place, project activities were relevant to the pandemic response and the majority of survey respondents agreed that the project adapted well to the circumstances and remained relevant. The pandemic made a case for the welfare state and thereby increased the relevance of the position of ECLAC.

116. Project objectives were well aligned with international commitments on sustainable development, most notably the 2030 Agenda, its focus on social protection to address inequalities and addressing the structural causes of exclusion and inequality. Objectives were also well aligned with the Regional Agenda for Inclusive Social Development.

5.2 EFFECTIVENESS

117. The achievement of indicators for both EA1 and EA2 was highly satisfactory. Although the achievement of indicators is difficult to ascertain given the available monitoring data, the survey shows that the majority of respondents had already applied some knowledge or tools gained during projects activities. The evaluation showed different degrees of effectiveness for the partner countries. For Ecuador, effectiveness could not be assessed in the framework of the evaluation, as there was no follow-up by the project after a workshop in 2019 and no interview partner available. For Guatemala, Haiti and Honduras, the effectiveness of project activities is assessed positively, as all have started processes of (re)designing or coordinating institutional frameworks or policies to reduce inequality, processes which contain both elements of EA1 and EA2. In Guatemala and

Honduras, most activities were implemented after the pandemic, and although there is evidence that the project was relevant for the abovementioned processes, it is too early to assess effectiveness. The most tangible results were achieved in Haiti, where the PNPPS was adopted and is now being implemented. ECLAC contributed to its drafting and to two costing studies, jointly with other United Nations organizations. The activities in Panama served as a pilot test for the other countries. Although the activities were highly appreciated by the participants and according to survey responses, there was no follow-up from the project and there is no evidence of any policy process. Activities could not be implemented to the same extent in the other partner countries. In Paraguay, only one workshop was organized and there is some evidence that, together with another project, it supported the redesign of the social registry.

118. The main intended mechanism to achieve project objectives was strengthening the capacity of government officials, through technical assistance and based on regional evidence, tools and databases. Survey and interview responses highlighted that project activities and outputs also supported advocacy for social protection programmes and helped to initiate coordination among ministries, among others. The main success factors include the prestige of ECLAC, the continuity of and trust in the expertise of the expert team and other ECLAC activities like the Regional Conference on Social Development. Government transitions, the restructuring of ministries and staff turnover were mentioned as some of the main barriers, along with lack of time in workshops and lack of technical assistance. Despite the high usefulness of the project activities and toolkits, interinstitutional and intersectoral cooperation are difficult processes and political support matters. Only a few expert practitioners, academics and civil society organizations participated in the workshops, although they would also have been able to provide analysis, push for reforms and influence policy design and monitoring.

119. The project helped to strengthen the pioneering work and strong position of ECLAC on State-led universal and rights-based social protection systems to achieve greater equality. The project also generated some unintended results, including the virtual platform, increased awareness of the toolkits through external consultants and the promotion of policy coherence.

5.3 EFFICIENCY

120. Project activities and outputs were adequately achieved, with a high level of satisfaction from key stakeholders, especially regarding the workshops and technical assistance. Project activities and outputs were achieved in a cost-effective manner, although many delays, postponements and cancellations occurred. The project was adapted adequately, flexibly and in innovative ways to changing contexts such as government transitions, and to the pandemic, including through the development of a virtual platform containing all project outputs and more. The project was implemented using sound management practices, and services and support were delivered in a high-quality manner. The coordination was judged highly adequate by the interviewees and they overwhelmingly expressed their satisfaction with the activities. The M&E plan was well conceived and implemented, and mostly sufficient to monitor results and track progress towards achieving the objectives. There is some room for improvement with regard to the indicators and in the M&E plan. Challenges related to government transitions and the pandemic were adequately dealt with. Efforts were made to optimize synergies and avoid duplication with other activities implemented by ECLAC, by partner countries and by other development partners. This was most noteworthy in the case of Haiti.

5.4 SUSTAINABILITY

121. Project results have the potential to be sustained in different ways and to a different extent in the partner countries. Nonetheless, since most of the project activities addressed specific topics and stages of the policy cycle, continued support is crucial. For Ecuador, Panama and Paraguay, there is no evidence that the project triggered changes as outlined in the EA. It is therefore not possible to make any statements about their institutionalization and sustainability. High-quality follow-up support activities exist or are planned in Guatemala, Haiti and Honduras. There is evidence of commitments, initiatives and funds to continue activities aligned with the project objectives, conducted both by other international organizations and by ECLAC. The project demonstrates potential for replicating and scaling up successful practices, in particular through the virtual platform.

5.5 CROSS-CUTTING ISSUES

122. Gender and human rights aspects were explicitly considered in the design of the project contents and implicitly in the implementation of project activities. The project was well aligned with the 2030 Agenda, most notably with its Goals 1 and 10.

6. BEST PRACTICES AND LESSONS LEARNED

6.1 BEST PRACTICES

(i) Strong conceptual and analytical framework embedded in the ECLAC track record

123. Several good practices were identified in the evaluation. First, the project used a very strong conceptual and analytical framework, the inequality matrix, which is embedded in the long-standing contribution of ECLAC to both inequality and rights-based approaches to social protection delivered by the State. This prestige and trust allows ECLAC to have an impact on the debate and also helped the project in achieving results and contributing to sustainability.

(ii) Well-grounded case studies and participatory workshops

124. Grounding the national workshops and technical assistance in detailed country case studies that provide evidence of inequality and explain the institutional and policy framework, as well as defining the workshop contents with the counterparts through a participatory process, helped to organize highly relevant and useful workshops. The project activities carried out in Panama provided a thorough intervention strategy, for instance based on introductory and follow-up workshops, including a workshop outside the capital city. That workshop allowed for a wider range of participants from the regional headquarters of various ministries and helped to place an emphasis on territorial inequalities in policy design and implementation.

(iii) Continuity of the work of ECLAC and the project team

125. The continuity of the work of ECLAC and of the project team was highly appreciated by the interviewed counterparts. Interviewees knew the names of the presenters and repeatedly mentioned that they were highly satisfied with the quality of services and support provided.

(iv) Innovative platform development, collaboration within ECLAC

126. The development of the platform was based on international best practices in adult learning regarding the design of videos and other content. This supported the design and development of training material for capacity-building (virtual) workshops but also for autodidactic learning that extends well beyond the scope of the project. Moreover, the platform's development has been an exemplary effort of interdivisional collaboration within ECLAC that future projects and capacity-building activities can build on.

6.2 LESSONS LEARNED

(i) Given the nature of the topic, a mix of theory and practice is important for successful partnerships

127. ECLAC and its social development division have a high reputation, prestige and track record with regard to equality, rights-based social protection and the role of the State. ECLAC has provided support in these areas through countries' political cycles, and its broader activities contributed to the

effectiveness of the project. The project contributed to the debate on these topics and has helped to make equality central to discussions. One lesson learned was that not all governments are enthusiastic about a rights-based and equality agenda or about social protection systems aimed at reducing inequality. Challenges are structural, complex and sensitive, and therefore rather politically unattractive. The findings point to a continued need to provide theorical guidance and to make the case for greater equality. For instance, several responses suggest addressing the (false) dilemma between economic and social growth, and the need for evidence on such aspects as intersectionalities, costs and benefits, fiscal space and funding, and data and M&E. At the same time, many survey responses and several interviews support the implementation of policies geared towards providing more programming based on policy instruments that have proven successful in the subregion and contextualizing these instruments, specifying their feasibility and the conditions that are needed for them to be used to implement the social policies.

(ii) Policy design, and especially the coordination and integration of policies, requires time and spaces for discussion

128. The coordination and coherent integration of the institutional, financial and programme-level dimensions of social policies is challenging and requires time and sustained efforts. Policies tend to remain fragmented in their design and are often implemented by different social ministries and bodies without a coordinated approach. The workshops have been shown to not only transfer knowledge and provide tools but also to provide a space for national actors for discussion and to initiate coordination and cooperation. The workshops can also raise awareness of project objectives and incentivize participation in other project activities. However, in view of the rather short workshops and high staff turnover, the possibility that they can contribute to institutional capacity-building is limited.

(iii) Communication with key contacts needs to be maintained during government transitions

129. Government transitions and high staff turnover were a major risk to project success and hindered the appropriation of tools and knowledge. For instance, although a series of workshops was carefully implemented in Panama in combination with country case studies, no tangible result was achieved. According to the majority of workshop participants, further activities would have been needed where participants could jointly initiate processes. Therefore, without a strategy that extends across government transitions, there is a major risk that project objectives might not be achieved or might not be sustainable. Moreover, in Guatemala and Honduras, it was mentioned that responsibility for coordinating social protection policies was unclear after elections. In Haiti and Honduras, the partnership between ECLAC and counterparts continued after government transitions and changes in staff. An important lesson learned is therefore that beyond providing high quality tools, studies, workshops and technical assistance, maintaining positive contact and communication with mid-level technical and policy design staff can be critical to achieving results. Especially in Haiti, continuity (collaboration with MAST had already started in 2015) and trust in the ECLAC focal point and the project team, as well as the collaboration with WFP and the United Nations, were important factors for the contribution ECLAC made to the PNPPS, which was the most tangible outcome achieved by the project.

(iv) Successful policy support requires continued and sequential activities

130. Successful capacity-building interventions require time and continued and sequential project activities. This was shown in Haiti; in Panama, where the project did not continue after the first initial workshops; and in Guatemala and Honduras, where project activities started rather late in the project cycle. Developing relevant and practical toolkits also required more time and more consultation with national stakeholders than initially planned. The initial intervention strategy was to finalize the toolkits in the second year, to serve as a conceptual background, and then, with the help of the toolkits, to provide more specific technical assistance. Although this was unintended, organizing the workshops first and then developing the toolkits helped to gain an understanding of the country context and the needs of the counterparts and to better target the toolkits. In Guatemala and Honduras, ECLAC was able to implement the activities in the initial order, although outside of the project framework. After having organized national workshops, ECLAC is currently supporting both countries in implementing some of the contents of the toolboxes and providing more specific technical assistance. These activities will provide further evidence on the effectiveness of the different strategies.

(v) Wider outreach by ECLAC on inequality and social protection is valuable

131. The regional seminars and webinars and wider outreach by ECLAC to countries and stakeholders have proven quite valuable in strengthening the effectiveness of the project by reaching out not only to technical staff in the ministries and social services departments but to a broader audience, including political staff, academia and civil society. Several respondents mentioned the Regional Conference on Social Development[16] in particular in this respect, and its importance with regard to the 2030 Agenda and normative objectives like equality and rights-based and universal approaches to social protection. For the projects to be successful, given that participants usually attended only once and workshops were short, they need the broader engagement of ECLAC. Some survey respondents stated that broad stakeholder participation was vital for the evaluation of policies and the implementation of reviews.

(vi) A combination of virtual and in-presence workshops increases effectiveness and participation

132. Adapting to pandemic-related restrictions was challenging, but several lessons were learned. Holding initial virtual workshops to find out what counterparts needed, and then planning more intensive and specific in-person workshops increased effectiveness and efficiency. A mix of virtual, hybrid and in-person participation also allowed for greater flexibility in contexts of political instability or insecurity. A related key lesson learned was the need to adapt activities to enable them to be carried out in different formats, for instance to develop videos and adapt content on the basis of international recommendations on adult learning. Furthermore, virtual and hybrid workshops enabled the participation of more attendees from other countries. The survey showed that these participants were highly satisfied with the content and its usefulness and were already reporting some benefits, for example that a webinar had helped to broaden the context for the reform of the social protection system by showcasing shared problems and challenges and the solutions implemented by other countries.

[16] www.cepal.org/en/subsidiary-bodies/regional-conference-social-development-latin-america-and-caribbean.

(vii) The pandemic provided windows of opportunity that ECLAC has been using

133. Moreover, the pandemic opened windows of opportunity for social protection to reduce poverty and inequalities. Whereas before the pandemic, both absolute poverty and inequalities were already increasing across the region, these gaps were potentiated but also exposed during the pandemic. More universal and comprehensive social protection systems and new fiscal contracts to finance them are now being discussed in many countries. On the other hand, in Honduras and Guatemala for example, governments have relied on economic elites and corporate philanthropy rather than promoting institutional changes.[17] In some countries, the focus shifted towards poverty reduction and cash transfers. Some interviewees however confirmed that the broader vision of measures to address inequality that ECLAC is promoting is still prevalent. This view includes poverty reduction but also includes other factors, which increases the effectiveness of poverty reduction programmes. ECLAC is a trusted partner in the region and has already used some of the windows of opportunity. The virtual platform developed during this project, together with targeted technical assistance and training, can further contribute to this.

[17] Cárdenas and others (2020); Bull and Robles Rivera (2020).

7. RECOMMENDATIONS

Recommendation 1: to increase the relevance of its assistance, ECLAC should continue supporting the implementation of social protection policies aimed at reducing inequalities

134. The findings showed that the drafting and implementation of policies to address social inequalities in a coherent and integrated way requires time, spaces for discussions and continued support. To increase the relevance of its assistance, ECLAC should therefore continue supporting the implementation of social protection policies aimed at reducing inequalities. The specific niche of the Commission with regard to the equality agenda includes rights-based and universal social protection systems that emphasize the role of the State, as well as integrating supply and demand considerations within each pillar of social protection (the latter being strongly dependent on the inequality matrix). ECLAC could enhance the differentiation of its interventions by increasing the focus on this progressive agenda through its strong normative and conceptual framework. Given the broad spectrum of topics and sectors addressed, targeted collaboration with other United Nations entities might be useful, for instance on topics including workers, migrants, rural areas and gender.

Recommendation 2: to increase the effectiveness of its interventions, ECLAC should do more to promote regional exchange and cross-border learning, especially on reducing inequalities

135. To increase its effectiveness, ECLAC should enhance the promotion of regional sharing of national social protection advances with other countries of the region, sometimes involving travel, and cross-border learning. The interviews, survey and workshop evaluations point to a continued need not only for theory, concepts and knowledge but also for more practical learning from lived experiences and for support in the implementation and coordination of policies. ECLAC could contribute to more national policy experiences being shared regionally in a more systematic manner for better replication. This would include the institutional changes that were necessary and the challenges faced in implementing social (protection) policies. One specific suggestion is to hold rather short events on one topic, using only one or very few cases of countries that have implemented interventions related to this specific aspect, and then allow for discussion and the sharing of experiences among participants. Other specific suggestions include staff exchanges, visits to relevant (neighbouring) countries, and the use of the virtual platform to display videos with messages by national officials on their experiences with certain policies. As the policy issues addressed in the project are structural, complex and highly sensitive, and therefore politically not very attractive, selecting countries that have successfully reduced inequalities might help in showing the feasibility and the impacts of the approaches taken.

Recommendation 3: to increase effectiveness and efficiency, ECLAC should make more use of existing resources and collaboration within the Commission and should combine in-person with virtual activities

136. The project has showcased the successful collaboration between SSD and the Mexico office, as well as the innovative and successful collaboration between divisions in the context of the virtual platform. For instance, the collaboration with ILPES could be broadened to improve training content and the presentation of results, especially when working in the same countries. Along the same lines, ECLAC should continue combining virtual workshops with in-person workshops and in-country technical

assistance to maximize resources and increase efficiency. Initial virtual workshops could give a broader view on the topic, identify the counterparts' main challenges and policy priorities and define the target group and content of further workshop and advisory services. Sequencing project activities as done in Panama could be replicated in other countries.

Recommendation 4: to improve effectiveness and sustainability, ECLAC should maintain positive contact and communication with mid- and high-level technical and policy design staff

137. To improve effectiveness and sustainability, ECLAC should maintain contact and communication with mid- and high-level technical and policy design staff. An important lesson learned was that providing high-quality tools, studies, workshops and technical assistance is not enough in view of frequent government transitions and high staff turnover and the lack of ECLAC country offices. The timing is especially important: in Honduras, the document prepared for the new government, continued contact with former staff and relatively early communication with the new government allowed for continuity of technical assistance.

Recommendation 5: to enhance sustainability, ECLAC should make use of the virtual platform that was created during the project

138. To enhance sustainability, ECLAC should make use of the virtual platform that was created during the project. This would allow for project activities to be replicated and scaled up in other countries and ECLAC projects. Discussions with programme managers showed that the platform could best be integrated into the existing Observatory on Social Development in Latin America and the Caribbean.[18] It is recommended that the link with other databases be made more evident, for example with RedDeSoc,[19] the database on non-contributory social protection,[20] the COVID-19 Observatory in Latin America and the Caribbean and the Institutional Framework Database for Social Policy in Latin America and the Caribbean.[21] A governance and dissemination strategy should be created and should include a yearly update of the contents of the platform and of policy documents. As an instrument for independent learning to either introduce or gain deeper knowledge of certain topics, the virtual platform is not an end in itself, but it should be part of continuous and more specific capacity-building and technical assistance processes. Apart from including public officials, the dissemination strategy should also target academics, researchers and civil society. Including them in project activities could have the benefit of making results more concrete and they could support policy design, push for reforms, participate in policy monitoring and evaluation and possibly use the content as teaching material.

[18] Observatory on Social Development in Latin America and the Caribbean, https://dds.cepal.org/observatorio/index-e.php.

[19] Social Development Network of Latin America and the Caribbean, https://dds.cepal.org/bdips/en/.

[20] Non-contributory Social Protection Programmes Database, Latin America and the Caribbean, https://dds.cepal.org/bpsnc/home.

[21] Institutional Framework Database for Social Policy in Latin America and the Caribbean, https://dds.cepal.org/bdips/en/.

8. ANNEXES

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ANNEX 1

TERMS OF REFERENCE

TERMS OF REFERENCE

Assessment of the Development Account Project 1819AI
LEAVING NO ONE BEHIND IN LATIN AMERICA AND THE CARIBBEAN: STRENGTHENING INSTITUTIONS FOR SOCIAL POLICY COHERENCE AND INTEGRATION TO FOSTER EQUALITY

I. Introduction

1. This assessment is out in accordance with the General Assembly resolutions 54/236 of December 1999, 54/474 of April 2000 and 70/8 of December 2015, which endorsed the Regulations and Rules Governing Programme Planning, Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation (PPBME) and its subsequent revisions. In this context, the General Assembly requested that programmes be evaluated on a regular, periodic basis, covering all areas of work under their purview. As part of the general strengthening of the evaluation function to support and inform the decision-making cycle in the UN Secretariat in general and ECLAC in particular and within the normative recommendations made by different oversight bodies endorsed by the General Assembly, ECLAC's Executive Secretary is implementing an evaluation strategy that includes periodic evaluations of different areas of ECLAC's work. This is therefore a discretionary internal evaluation managed by the Programme Planning and Evaluation Unit (PPEU) of ECLAC's Programme Planning and Operations division (PPOD).

II. Assessment Topic

2. This assessment is an end-of-cycle review of a project aimed at increasing country capacities in the ECLAC region to effectively implement public policies for the achievement of the Sustainable Development Goals, with a focus on poverty eradication, closing inequality gaps and expanding the realization of rights for the most disadvantaged population groups.

III. Objective of the Assessment

3. The objective of this assessment is to review the efficiency, effectiveness, relevance, and sustainability of the project implementation and more particularly document the results the project attained in relation to its overall objectives and expected results as defined in the project document.

4. The assessment will place an important emphasis in identifying lessons learned and good practices that derive from the implementation of the project, its sustainability and the potential of replicating them to other countries.

5. The lessons learned and good practices in actual project implementation will in turn be used as tools for the future planning and implementation of projects.

IV. Background

<u>The Development Account</u>

6. The Development Account (DA) was established by the General Assembly in 1997, as a mechanism to fund capacity development projects of the economic and social entities of the United Nations (UN). By building capacity on three levels, namely: (i) the individual; (ii) the organizational; and (iii) the enabling environment, the DA becomes a supportive vehicle for advancing the implementation of internationally

agreed development goals (IADGs) and the outcomes of the UN conferences and summits. The DA adopts a medium to long-term approach in helping countries to better integrate social, economic and environmental policies and strategies in order to achieve inclusive and sustained economic growth, poverty eradication, and sustainable development.

7. Projects financed from the DA aim at achieving development impact through building the socio-economic capacity of developing countries through collaboration at the national, sub-regional, regional and inter-regional levels. The DA provides a mechanism for promoting the exchange and transfer of skills, knowledge and good practices among target countries within and between different geographic regions, and through the cooperation with a wide range of partners in the broader development assistance community. It provides a bridge between in-country capacity development actors, on the one hand, and UN Secretariat entities, on the other. The latter offer distinctive skills and competencies in a broad range of economic and social issues that are often only marginally dealt with by other development partners at country level. For target countries, the DA provides a vehicle to tap into the normative and analytical expertise of the UN Secretariat and receive on-going policy support in the economic and social area, particularly in areas where such expertise does not reside in the capacities of the UN country teams.

8. The DA's operational profile is further reinforced by the adoption of pilot approaches that test new ideas and eventually scale them up through supplementary funding, and the emphasis on integration of national expertise in the projects to ensure national ownership and sustainability of project outcomes.

9. DA projects are programmed in tranches, which represent the Account's programming cycle. The DA is funded from the Secretariat's regular budget and the Economic Commission for Latin America and the Caribbean (ECLAC) is one of its 10 implementing entities. The UN Department of Economic and Social Affairs (DESA) provides overall management of the DA portfolio.

(1)

10. ECLAC undertakes internal assessments of each of its DA projects in accordance with DA requirements. Assessments are defined by ECLAC as brief end-of-project evaluation exercises aimed at assessing the relevance, efficiency, effectiveness and sustainability of project activities. They are undertaken as desk studies and consist of a document review, stakeholder survey, and a limited number of telephone-based interviews.

The project

11. The project under evaluation is part of the projects approved under this account for the 11th Tranche (2018-2021). It was implemented by the Social Development Division of ECLAC in Santiago and the Social Development Unit of ECLAC Subregional Headquarter in Mexico.

12. The duration of this project was of approximately four years, having started activities on January 2018, and with an estimated date of closure of December 2021.

13. The overall logic of the project against which results and impact will be assessed contains an overall objective and a set of expected accomplishments and indicators of achievement that will be used as signposts to assess its effectiveness and relevance.

14. The project's objective as stated above is "to increase the capacity of the countries in the ECLAC region, for effective implementation of public policies for the achievement of the Sustainable Development Goals, with a focus on closing inequality gaps and expanding the realization of rights for the most disadvantaged population groups." The project was envisaged to focus on Ecuador, Guatemala, Haiti, Honduras and Panamá as target countries.

15. The expected accomplishments were defined as follows:

- EA1 Strengthened capacity of relevant stakeholders in target countries to coordinate and coherently integrate the institutional, financial and programme-level dimensions of social policies oriented towards the achievement of the Sustainable Development Goals.
- EA2 Strengthened capacity of relevant stakeholders in target countries to analyze, design and prioritize rights-based social policies to reduce inequalities in key dimensions identified by Agenda 2030.

(2)

16. To achieve the expected accomplishments above, the following activities were originally planned:

A1.1 Prepare five national case studies with evidence-based recommendations on the design and implementation of coherent and integrated social policies;
A1.2 Prepare one regional toolkit with evidence based guidelines and recommendations on the design and implementation of coherent and integrated social policies, to be used at the capacity building workshops (activity A1.3);
A1.3 Organize five national capacity building workshops on the design and implementation of coherent and integrated social policies, using case studies (activity A1.1) and the toolkit (activity A1.2) as the basis for discussion;
A1.4 Organize one sub-regional capacity building workshop on the design and implementation of coherent and integrated social policies, using the toolkit (activity A1.2) and good practices derived from the national capacity building workshops (activity A1.3) as a basis for learning and discussion at the sub-regional level (Central America);
A1.5 Organize one regional capacity building workshop on the design and implementation of coherent and integrated social policies, using the toolkit (activity A1.2), good practices derived from the national capacity building workshops (activity A1.3), the sub-regional capacity building workshop and experiences from a broader set of countries as a basis for learning and discussion;
A1.6 Provide advisory services and technical assistance on the design and implementation of coherent and integrated social policies;
A1.7 Maintain, update, and expand existing social development databases in order to create an online regional social policy observatory providing data and information on the programme-level, institutional, and financial dimensions of social policies at the country level, according to the mandate of Resolution 2(II) of the Regional Conference on Social Development in Latin America and the Caribbean.
A2.1 Prepare one toolkit to facilitate the identification, analysis, design, prioritization and implementation of policies to reduce socio-economic inequalities in key dimensions of the Agenda 2030;
A2.2 Organize five national capacity building workshops on methodologies and tools to identify, analyze, design, prioritize and implement policies to reduce socio-economic inequalities, using the toolkit (activity A2.1) as the basis for discussion;
A2.3 Organize one sub-regional capacity building workshop on methodologies and tools to identify, analyze, design, and prioritize policies to reduce socio-economic inequalities, using the toolkit (activity A2.1) and good practices derived from the national capacity building workshops (activity A2.2) as a basis for learning and discussion at the sub-regional level (South America);
A2.4 Organize one regional capacity building workshop on methodologies and tools to identify, analyze, design, prioritize and implement policies to reduce socio-economic inequalities, using the toolkit (activity A2.1), good practices derived from the national capacity building workshops at the national level (activity A2.2), the sub-regional capacity building workshop and experiences from a broader set of countries as a basis for learning and discussion;
A2.5 Provide advisory services and technical assistance on methodologies and tools to identify, design, analyze, prioritize and implement policies and actions to reduce socio-economic inequalities, based on lessons learned and partners exchange from the capacity building workshops (activities A2.2, A2.3 and A2.4), as well as on the information and recommendations set in the toolkit (activity A2.1).

17. The budget for the project totalled US$600,000. Progress reports were prepared on a yearly basis.

Stakeholder Analysis

18. As stated in the project document, the main project stakeholders were the Ministries of Social Development and Social Cabinets, which have a key role in articulating policies and programmes among ministries in the social areas (e.g. health, education).

V. Guiding Principles

(3)

19. The evaluation will seek to be independent, credible and useful and adhere to the highest possible professional standards. It will be consultative and engage the participation of a broad range of stakeholders. The unit of analysis is the project itself, including its design, implementation and effects. The assessment will be undertaken in accordance with the provisions contained in the Project Document. The evaluation will be conducted in line with the norms, standards and ethical principles of the United Nations Evaluation Group (UNEG).[1]

20. It is expected that ECLAC's guiding principles to the evaluation process are applied.[2] In particular, special consideration will be taken to assess the extent to which ECLAC's activities and outputs respected and promoted human rights.[3] This includes a consideration of whether ECLAC interventions treated beneficiaries as equals, safeguarded and promoted the rights of minorities, and helped to empower civil society.

21. The evaluation will also examine the extent to which gender concerns were incorporated into the project–whether project design and implementation incorporated the needs and priorities of women, whether women were treated as equal players, and whether it served to promote women's empowerment.

22. Moreover, the evaluation process itself, including the design, data collection, and dissemination of the assessment report, will be carried out in alignment with these principles.[4]

(4)

23. The evaluation will also include an assessment of the project´s contribution to the achievement of the Sustainable Development Goals (SDGs).

(5)

24. Evaluators are also expected to respect UNEG's ethical principles as per its "Ethical Guidelines for Evaluation":[5]

- Integrity
- Accountability
- Respect
- Beneficence

VI. Scope of the assessment

25. In line with the assessment objective, the scope of the assessment will more specifically cover all the activities implemented by the project. The assessment will review the benefits accrued by the various stakeholders in the region, as well as the sustainability of the project interventions. The assessment will also review the interaction and coordination modalities used in its implementation within ECLAC, and between/among other co-operating agencies participating in the implementation of the project.

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1 Norms and Standards for Evaluation, UNEG, June 2016. http://www.unevaluation.org/document/detail/1914. UNEG Ethical Guidelines for Evaluation, UNEG, June 2020. http://www.unevaluation.org/document/detail/2866.

2 See ECLAC, "Preparing and Conducting Evaluations: ECLAC Guidelines" (2017) and ECLAC, "Evaluation Policy and Strategy" (2017) for a full description of its guiding principles.

3 For further reference see UNEG "Integrating Human Rights and Gender Equality in Evaluations" (2014). http://www.unevaluation.org/document/detail/1616 and "Guidance on Evaluating Institutional Gender Mainstreaming" (2018) http://www.unevaluation.org/document/detail/2133.

4 *Human rights and gender perspective.*

5 UNEG Ethical Guidelines for Evaluation, UNEG, June 2020. http://www.unevaluation.org/document/detail/2866.

26. In summary, the elements to be covered in the assessment include:

- Actual progress made towards project objectives
- The extent to which the project has contributed to outcomes in the identified countries whether intended or unintended.
- The efficiency with which outputs were delivered.
- The strengths and weaknesses of project implementation on the basis of the available elements of the logical framework (objectives, results, etc.) contained in the project document
- The validity of the strategy and partnership arrangements. Coordination within ECLAC, and with other co-operating agencies.
- The extent to which the project was designed and implemented to facilitate the attainment of the goals.
- Relevance of the project's activities and outputs towards the needs of Member States, the needs of the region and the mandates and programme of works of ECLAC.

27. It will also assess various aspects related to the way the project met the following Development Account criteria:

- Result in durable, self-sustaining initiatives to develop national capacities, with measurable impact at field level, ideally having multiplier effects;
- Be innovative and take advantage of information and communication technology, knowledge management and networking of expertise at the sub regional, regional and global levels;
- Utilize the technical, human and other resources available in developing countries and effectively draw on the existing knowledge/skills/capacity within the UN Secretariat;
- Create synergies with other development interventions and benefit from partnerships with non-UN stakeholders.

VII. Methodology

28. The assessment will use the following data collection methods to assess the impact of the work of the project:

(a) **Desk review and secondary data collection analysis**: of the programme of work of ECLAC, DA project criteria, the project document, annual reports of advance, workshops and meetings reports and evaluation surveys, other project documentation such as project methodology, country reports, consolidated report, webpage, etc.

(b) **Self-administered surveys:** Surveys to beneficiaries in the different participating countries covered by the project should be considered as part of the methodology. Surveys to co-operating agencies and stakeholders within the United Nations and the countries participating in the project should be considered if applicable and relevant. PPEU can provide support to manage the online surveys through SurveyMonkey. In the case, this procedure is agreed upon with the evaluator, PPEU will distribute the surveys among project beneficiaries to the revised lists facilitated by the consultant. PPEU will finally provide the evaluator with the consolidated responses.

(c) **Semi-structured interviews and focus groups** to validate and triangulate information and findings from the surveys and the document reviews, a limited number of interviews (structured, semi-structured, in-depth, key informant, focus group, etc.) may be carried out via tele- or video-conference with project partners to capture the perspectives of managers, beneficiaries, participating ministries, departments and agencies, etc. PPEU will provide assistance to coordinate the interviews, including initial contact with beneficiaries to present the assessment and the evaluator. Following this presentation, the evaluator will directly arrange the interviews with available beneficiaries, project managers and co-operating agencies.

29. Methodological triangulation is an underlying principle of the approach chosen. Suitable frameworks for analysis and evaluation are to be elaborated – based on the questions to be answered. The experts will identify and set out the methods and frameworks as part of the inception report.

VIII. Evaluation Issues/Questions

30. This assessment encompasses the different stages of the given project, including its design, process, results, and impact, and is structured around four main criteria: relevance, efficiency, effectiveness, and sustainability. Within each of these criteria, a set of evaluation questions will be applied to guide the analysis.[6] The responses to these questions are intended to explain "the extent to which," "why," and "how" specific outcomes were attained.

31. The questions included hereafter are intended to serve as a basis for the final set of evaluation questions, to be adapted by the evaluator and presented in the inception report.

Relevance:

(a) How in line were the activities and outputs delivered with the priorities of the targeted countries?
(b) How aligned was the proposed project with the activities and programmes of work of ECLAC, specifically those of the subprogramme in charge of the implementation of the project?
(c) Were there any complementarities and synergies with other work being developed by ECLAC or by beneficiary countries?

Efficiency

(a) Provision of services and support in a timely and reliable manner, according to the priorities established by the project document;
(b) Flexibility and responsiveness of ECLAC to meet the requirements of the project and the needs of the countries involved, reducing or minimizing the negative effects of externalities (for example, those derived from important changes in the management of UN administrative processes).
(c) How did the project utilize the technical, human and other resources available in participating countries?
(d) To what extent has partnering with other organizations enabled or enhanced reaching of results?

Effectiveness

(a) How satisfied are the project's main beneficiaries with the services they received?
(b) How much more knowledgeable are the participants in workshops and seminars?
(c) What are the results identified by the beneficiaries?
(d) Has the project made any difference in the behavior/attitude/skills/performance of the clients?
(e) Are there any tangible policies that have considered the contributions provided by ECLAC in relation to the project under evaluation?

Sustainability

With beneficiaries:

(a) How have the programme's main results and recommendations been used or incorporated in the work and practices of beneficiary institutions after completion of the project's activities? What were the multiplier effects generated by the programme?
(b) What mechanisms were set up to ensure the follow-up of networks created under the project?

[6] The questions included here will serve as a basis for the final set of evaluation questions, to be adapted by the evaluator and presented in the inception report.

Within ECLAC:

(a) How has the project contributed to shaping/enhancing ECLAC's programme of work/priorities and activities? The work modalities and the type of activities carried out? How has ECLAC built on the findings of the project?

Cross-cutting issues

(a) Have the project managers effectively taken into consideration human rights and gender issues in the design and implementation of the project and its activities?
(b) Has and how has the project contributed to the achievement of the Sustainable Development Goals (SDGs)?
(c) What innovative aspects of the project (addressing new topics or using new means of delivery or a combination thereof) proved successful?
(d) What adjustments, if any, were made to the project activities and modality, as a direct consequence of the COVID-19 situation or in response to the new priorities of Member States?

IX. Deliverables

(6)

32. The assessment will include the following outputs:

(a) **Work Plan and Inception Report.** No later than 4 weeks after the signature of the contract, the consultant should deliver the inception report, which should include the background of the project, an analysis of the Project profile and implementation and a full review of all related documentation as well as project implementation reports. It should provide a detailed Work Plan of all the activities to be carried out related to the assessment of project 1819AI. Additionally, the inception report should include a detailed evaluation methodology including the description of the types of data collection instruments that will be used and a full analysis of the stakeholders and partners that will be contacted to obtain the evaluation information. First drafts of the instruments to be used for the survey, focus groups and interviews should also be included in this first report.
(b) **Draft final evaluation Report.** No later than 12 weeks after the signature of the contract, the consultant should deliver the preliminary report for revision and comments by the Programme Planning and Operations Division (PPOD) of ECLAC and the Evaluation Reference Group (ERG), which includes representatives of the implementing substantive Division/Office. The draft final evaluation report should include the main draft results and findings, conclusions of the evaluation, lessons learned and recommendations derived from it, including its sustainability, and potential improvements in project management and coordination of similar DA projects.
(c) **Final Evaluation Report.** No later than 16 weeks after the signature of the contract, the consultant should deliver the final evaluation report which should include the revised version of the preliminary version after making sure all the comments and observations from PPOD and the ERG have been included. Before submitting the final report, the consultant must have received the clearance on this final version from PPOD, assuring the satisfaction of ECLAC with the final evaluation report.
(d) **Presentation of the results of the evaluation.** A final presentation of the main results of the evaluation to ECLAC staff involved in the project will be delivered at the same time of the delivery of the final evaluation report.

X. Payment schedule and conditions

33. The duration of the consultancy will be initially for 16 weeks during the months of October 2021–January 2022 (TBC). The consultant will be reporting to and be managed by the Programme Planning and Evaluation Unit (PPEU) of the Programme Planning and Operations Division (PPOD) of ECLAC. Support to the evaluation activities will be provided by the Social Development Division of ECLAC in Santiago and the Social Development Unit of ECLAC Subregional Headquarter in Mexico.

34. The contract will include the payment for the services of the consultant as well as all the related expenses of the evaluation. Payments will be done according to the following schedule and conditions:

(a) 30% of the total value of the contract will be paid against the satisfactory delivery of the inception report which should be delivered as per the above deadlines.
(b) 30% of the total value of the contract will be paid against the satisfactory delivery of the draft final evaluation report which should be delivered as per the above deadlines.
(c) 40% of the total value of the contract will be paid against the satisfactory delivery and presentation of the final evaluation report which should be delivered as per the above deadlines.

35. All payments will be done only after the approval of each progress report and the final report from the Programme Planning and Evaluation Unit (PPEU) of the Programme Planning and Operations Division (PPOD) of ECLAC.

XI. Profile of the Evaluator

36. The evaluator will have the following characteristics:

Education

- Advanced university degree (Master's degree or equivalent) political science, public policy, development studies, economics, business administration, or a related social or economic science.

Experience

- At least seven years of progressively responsible relevant experience in programme/project evaluation are required.
- At least two years of experience in areas related to social policies and/or related areas is highly desirable.
- Experience in at least three evaluations with international (development) organizations is required. Experience in Regional Commissions and United Nations projects, especially Development Account projects is highly desirable.
- Proven competency in quantitative and qualitative research methods, particularly self-administered surveys, document analysis, and informal and semi-structured interviews are required.
- Working experience in Latin America and the Caribbean is desirable.

Language Requirements

- Proficiency in English and Spanish is required.

(7)

XII. Roles and responsibilities in the evaluation process

(8)

37. Commissioner of the evaluation

➔ (ECLAC Executive Secretary and PPOD Director)

- Mandates the evaluation
- Provides the funds to undertake the evaluation
- Safeguards the independence of the evaluation process

(9)

38. Task manager

➔ (PPEU Evaluation Team)

- Drafts evaluation TORs

- Recruits the evaluator/evaluation team
- Shares relevant information and documentation and provides strategic guidance to the evaluator/evaluation team
- Provides overall management of the evaluation and its budget, including administrative and logistical support in the methodological process and organization of evaluation missions
- Coordinates communication between the evaluator/evaluation team, implementing partners and the ERG, and convenes meetings
- Supports the evaluator/evaluation team in the data collection process
- Reviews key evaluation deliverables for quality and robustness and facilitates the overall quality assurance process for the evaluation
- Manages the editing, dissemination and communication of the evaluation report
- Implements the evaluation follow-up process

(10)

39. Evaluator/Evaluation team

➔ (External consultant)

- Undertakes the desk review, designs the evaluation methodology and prepares the inception report
- Conducts the data collection process, including the design of the electronic survey and semi-structured interviews
- Carries out the data analysis
- Drafts the evaluation report and undertakes revisions

(11)

40. Evaluation Reference Group (ERG)

➔ (Composed of representatives of each of the implementing partners)

- Provides feedback to the evaluator/evaluation team on preliminary evaluation findings and final conclusions and recommendations
- Reviews draft evaluation report for robustness of evidence and factual accuracy

XIII. Other Issues

(12)

41. Intellectual property rights. The consultant is obliged to cede to ECLAC all authors rights, patents and any other intellectual property rights for all the work, reports, final products and materials resulting from the design and implementation of this consultancy, in the cases where these rights are applicable. The consultant will not be allowed to use, nor provide or disseminate part of these products and reports or its total to third parties without previously obtaining a written permission from ECLAC.

(13)

42. Coordination arrangements. The team in charge of the evaluation comprised of the staff of the Programme Planning and Evaluation Unit of ECLAC and the consultant will confer and coordinate activities on an on-going basis, ensuring at least a monthly coordination meeting/teleconference to ensure the project is on track and that immediate urgencies and problems are dealt with in a timely manner. If any difficulty or problem develops in the interim the evaluation team member will raise it immediately with the rest of the team so that immediate solutions can be explored and decisions taken.

XIV. Assessment use and dissemination

43. This assessment seeks to identify best practices and lessons learned in the implementation of development account projects and specifically the capacities of the beneficiary countries to promote digital economy policies. The evaluation findings will be presented to and discussed with ECLAC. An Action Plan will be developed to implement recommendations when appropriate in future development account projects. The evaluation report will also be circulated through ECLAC's internet and intranet webpages (and other knowledge management tools), including circulating a final copy to DESA, as the programme manager for the Development Account, so as to constitute a learning tool in the organization.

ANNEX 2

EVALUATION MATRIX

Questions & Sub-Questions	Indicators	Data Collection Method	Information Source
RELEVANCE: the extent to which an activity, expected accomplishment or strategy is pertinent or significant for achieving the related objective and the extent to which the objective is significant to the problem addressed. Relevance should also be measured in terms of the extent to which an activity or intervention is suited to the priorities and policies of the target group, recipient and donor. Relevance is viewed in the context of the activity's design as well as in the light of the factual situation at the time of evaluation			
(1) How and to what extent were the objectives and EAs of the project consistent with the objectives, priorities, and needs of the targeted countries and the mandate, objectives, and priorities of ECLAC? *How were the issues tackled by the project framed and was this framing likely to be successful?*	Alignment of project objectives and EAs with the objectives, priorities, and needs of project stakeholders Relevance of stakeholder analysis	Desk review Interviews Survey	Project documents Other ECLAC documents on social protection and inequality ECLAC staff Consultants Key stakeholders in the beneficiary countries (policymakers, officials and staff in the ministries)
(2) Did the objectives and EAs of the project remain appropriate given any changed circumstance, especially during the pandemic?	Degree of relevance of the project objectives and EAs throughout implementation	Desk review Interviews Survey	Project documents (including Covid-19 amendment) ECLAC staff Consultants Key stakeholders in the beneficiary countries (policymakers, officials and staff in the ministries)
(3) To what extent were the objectives and EAs of the project in line with international commitments on sustainable development? (4) To what extent do the proposed policies and programmes by the project go beyond poverty reduction and tackle structural causes of exclusion and inequality?	Level of alignment of the project with the SDGs and other international commitments on sustainable development, and specifically on social protection and inequality	Desk review Interviews	Project documents ECLAC staff Consultants Key stakeholders in the beneficiary countries (policymakers, officials and staff in the ministries)

EFFECTIVENESS: the extent to which expected accomplishments are achieved			
(1) Did the project contribute to strengthened capacity of relevant stakeholders in target countries to coordinate and coherently integrate the institutional, financial and programme-level dimensions of social policies oriented towards the achievement of the SDGs and alleviating the impacts of COVID-19? (EA1) ***(14)*** *At country level: What are the changes at the institutional or policy level addressed by the countries to tackle exclusion?* *(15) Were the additional resources adequate for improving the inclusion of the targeted groups?*	I1.1) Number of project countries that have launched processes to set up mechanisms (including operational guides and manuals, strategies of coordination and coherent integration of social policies considering participatory processes) for the design or re-design of social public policies focused on the SDGs and response to COVID-19 I1.2) Number of project countries that have carried out national coordination processes among different social ministries and institutions to coherently integrate the institutional, financial and programme-level dimensions of social policies oriented towards the SDGs I1.3) Percentage of national officers and/or other relevant stakeholders of participant countries that acknowledge having increased their social management capacity (e.g. capacity to identify or design mechanisms to coordinate and coherently integrate the institutional, financial and programme-level dimensions of social policies)	Desk review Interviews Survey	Project documents ECLAC staff Consultants Key stakeholders in the beneficiary countries (policymakers, officials and staff in the ministries) Partners and other stakeholders (e.g. expert practitioners, academics and CSOs)
(2) Did the project contribute to strengthened capacity of relevant stakeholders in target countries to analyze, design and prioritize rights-based social policies to reduce inequalities in key dimensions identified by Agenda 2030? (EA2) ***(16)*** *Was the project a "mind-changer"?* *(17) To what extent do the policies and programmes proposed (and implemented) by the countries go beyond poverty reduction and tackle structural causes of exclusion and inequality?*	I2.1 Percentage of national officers and/or other relevant stakeholders of participant countries acknowledge having increased their social management capacity to analyze, design and prioritize rights-based public policies IA 2.2 Number of project countries that have conducted specific analyses to identify priorities for the design and/or implementation of rights-based public policies Evidence of how project activities and outputs have contributed to a broader view on poverty, which also includes exclusion and inequalities	Desk review Interviews Survey	Project documents ECLAC staff Consultants Key stakeholders in the beneficiary countries (policymakers, officials and staff in the ministries) Partners and other stakeholders (e.g. expert practitioners, academics and CSOs)

(3) How has the project contributed to enhancing ECLAC's programme of work/priorities/activities?	**Evidence of changes in ECLAC's programme of work, priorities, and/or activities that can be attributed to the project**	**Desk review** **Interviews**	**Project documents** **Other ECLAC documents on social protection and inequality** **ECLAC staff (including other divisions involved in the virtual platform)**
(4) Did the project generate results not reflected in the results framework?	Type of unintended results from project activities or outputs	Desk review Interviews Survey	Project Documents ECLAC staff Consultants Key stakeholders in the beneficiary countries (policymakers, officials and staff in the ministries) Partners and other stakeholders (e.g. expert practitioners, academics and CSOs) Consultants
(5) What were the major factors influencing the achievement or non-achievement of the project objectives and EAs?	Success factors and barriers	Desk review Interviews Survey	Project Documents ECLAC staff Consultants Key stakeholders in the beneficiary countries (policymakers, officials and staff in the ministries)
EFFICIENCY AND PERFORMANCE: the extent how well inputs are converted into outputs, and the quality, design, and management of the implementation of and support that was provided through the intervention			
(1) To what extent were expected project activities carried out and outputs achieved?	Adequacy of achievement of activities and outputs with the work plan Level of satisfaction of activities and outputs from key project stakeholders	Desk review Interviews Survey	Project documents Key stakeholders in the beneficiary countries (policymakers, officials and staff in the ministries)

(2) To what extent were activities and outputs achieved in a timely and cost-effective manner? (3) To what extent was ongoing learning and adaptation to changing contexts integrated into the project, and to what extent was it flexible enough to adapt to Covid-19?	**Actual vs planned schedule and budget** **Adequacy of management expenses vs operational expense** **Examples of and reasons for any delays or obstacles to meeting planned schedule** **Action taken to mitigate time or budget constraints** **Evidence of the project using the technical, human, or other resources available to increase efficiency** **Adaptation of the project to changes in government and policy coalitions, and specifically to the pandemic situation** **Innovations regarding cooperation modes and allow best-fit solutions**	**Desk review** **Interviews** **Survey**	**Project Documents** **ECLAC staff (including other divisions involved in the virtual platform)** **Consultants** **Key stakeholders in the beneficiary countries (policymakers, officials and staff in the ministries)** **Partners and other stakeholders (e.g. expert practitioners, academics and CSOs)**
(4) To what extent was the project implemented using sound management practices? (5) To what extent were services and support delivered in a quality manner?	Level of coordination between project stakeholders in project implementation Existence of coordination mechanisms between project stakeholders in project's implementation Level of satisfaction of project stakeholders with how the project was implemented and managed Level of satisfaction of project stakeholders with the quality of services and support provided	Interviews Survey	ECLAC staff Consultants Key stakeholders in the beneficiary countries (policymakers, officials and staff in the ministries) Partners and other stakeholders (e.g. expert practitioners, academics and CSOs)
(6) To what extent was the M&E plan well-conceived and sufficient to monitor results and track progress towards achieving objectives? (18) To what extent was the M&E plan effectively and efficiently implemented?	Existence of a clear and appropriate M&E plan including scheduling, assignment of roles and responsibilities, and provision of adequate resources Existence of appropriate (SMART) performance indicators, and adequate baseline information Types, number, and quality of reporting material submitted a) correctly and b) on time Number of project management responses to issues raised in M&E report	Desk review Interviews	Project documents ECLAC staff

(7) Were efforts made to optimize synergies and avoid duplications with other activities or initiatives implemented by beneficiary countries, ECLAC, or other development partners?	**Evidence of efforts to optimize synergies and avoid duplications with the other activities implemented by beneficiary countries** **Evidence of efforts to optimize synergies and avoid duplications with other activities implemented by ECLAC** **Evidence of efforts to optimize synergies and avoid duplications with other initiatives developed by other development partners**	**Desk review** **Interviews** **Survey**	**Project Documents** **ECLAC staff** **Consultants** **Key stakeholders in the beneficiary countries (policymakers, officials and staff in the ministries)** **Partners and other stakeholders (e.g. expert practitioners, academics and CSOs)**
SUSTAINABILITY: the extent whether benefits of an activity are likely to continue after donor funding has been withdrawn			
(1) To what extent are project results likely to be sustained after the project ends? (19) At country level: *(20) Are the institutional or policy changes for better inclusion sustainable?* *(21) Are the specific measures taken to include excluded groups institutionalised (or in the process of being institutionalised?* (22) *Are specific measures to alleviating the impacts of Covid-19 institutionalised, e.g. as shock-responsive SP programmes?*	Perception of stakeholders on sustainability of results Percentage of project beneficiaries who report using the knowledge and tools acquired through the project	Interviews Survey	Project Documents ECLAC staff Consultants Key stakeholders in the beneficiary countries (policymakers, officials and staff in the ministries) Partners and other stakeholders (e.g. expert practitioners, academics and CSOs)
(2) Was an exit strategy/ follow-up support for after the close of the project defined and agreed upon by key partners?	Existence and quality of exit strategy/ follow-up support activities	Desk review Survey	Project Documents ECLAC staff Consultants Key stakeholders in the beneficiary countries (policymakers, officials and staff in the ministries) Partners and other stakeholders (e.g. expert practitioners, academics and CSOs)
(3) Is there evidence of commitments/ initiatives/ funds to continue activities aligned to the project objectives after the end of the project?	Existence of commitments/ initiatives/ funds to continue implementing similar activities after the project ends Perception of stakeholders of existence and value commitments/initiatives	Desk review Interviews Survey	Project Documents ECLAC staff Consultants Key stakeholders in the beneficiary countries (policymakers, officials and staff in the ministries) Partners and other stakeholders (e.g. expert practitioners, academics and CSOs)

(4) Does the project demonstrate potential for replication and scale-up of successful practices?	Lessons learned/ best practices for replications/ expansion of project to other locations Existence of similar needs in other countries/regions Availability of human and financial resources to replicate the project elsewhere Evidence beneficiaries are seeking further support	Desk review Interviews Survey	Project Documents ECLAC staff Consultants Key stakeholders in the beneficiary countries (policymakers, officials and staff in the ministries) Partners and other stakeholders (e.g. expert practitioners, academics and CSOs)
Cross-cutting issues – **Human rights: the extent to which the activities and products of ECLAC respected and promoted human rights, equity and justice, including the extent to which ECLAC interventions treated beneficiaries as equals, safeguarded and promoted the rights of minorities, and helped to empower civil society** – **Gender issues: the extent to which the design and implementation of ECLAC's activities took the needs and priorities of women into account, to which they treated women as equal players, and to which they served to promote women's autonomy**			
(1) To what extent did the project's design, implementation, and monitoring take into consideration human rights?	Perception of stakeholders on human rights considerations and impacts of the project	Desk review Interviews Survey	Project Documents ECLAC staff Consultants Key stakeholders in the beneficiary countries (policymakers, officials and staff in the ministries) Partners and other stakeholders (e.g. expert practitioners, academics and CSOs)
(2) To what extent did the project's design, implementation, and monitoring take into consideration gender issues?	Gender balance in participation of project activities Perception of stakeholders on gender considerations and impacts of the project	Desk review Interviews Survey	Project Documents ECLAC staff Consultants Key stakeholders in the beneficiary countries (policymakers, officials and staff in the ministries) Partners and other stakeholders (e.g. expert practitioners, academics and CSOs)
(3) To what extent did the project promote and contribute to the goals and targets set out in the 2030 Agenda?	Evidence of promotion and contribution to SDGs	Desk review Interviews Survey	Project Documents ECLAC staff Consultants Key stakeholders in the beneficiary countries (policymakers, officials and staff in the ministries) Partners and other stakeholders (e.g. expert practitioners, academics and CSOs)

ANNEX 3

LIST OF DOCUMENTS CONSULTED

Project outputs
Toolkits
Cecchini, S., Holz, R. y H. Soto de la Rosa (coords.), *Caja de herramientas. Gestión e institucionalidad de las políticas sociales para la igualdad en América Latina y el Caribe* (LC/TS.2021/157), Santiago, Comisión Económica para América Latina y el Caribe (CEPAL), 2021. Link [also available in French].
Cecchini, S., Holz, R. y H. Soto de la Rosa (coords.), *Caja de herramientas. Promoviendo la igualdad: el aporte de las políticas sociales en América Latina y el Caribe* (LC/TS.2021/55), Santiago, Comisión Económica para América Latina y el Caribe (CEPAL), 2021. Link [also available in French and English].
Country case studies
Berner H., H., Taller de discusión sobre registros sociales y focalización de programas sociales para el caso de Ecuador. *Recomendaciones a partir de la experiencia chilena*, 2019.
Rodríguez Mojica, A., *Políticas públicas pro-igualdad en Panamá: los retos del Gabinete Social*, 2019.
S. Cecchini, R. Holz y A. Rodríguez Mojica, *La matriz de la desigualdad social en Panamá*, serie Políticas Sociales, N° 236 (LC/TS.2020/121), Santiago, Comisión Económica para América Latina y el Caribe (CEPAL), 2020.
Tromben Rojas, V., Cecchini, S. et R. Gilbert, *Estimation du coût des transferts monétaires de la Politique nationale de protection et de promotion sociales (PNPPS) en Haïti*, Documents de Projets (LC/TS,2020/96), Santiago, Commission économique pour l'Amérique latine et les Caraïbes (CEPALC), 2020. https://repositorio.cepal.org/handle/11362/45928.
S. Cecchini, R. Gilbert et V. Tromben Rojas (coords.), « *Estimation du coût des paquets de services essentiels de santé, des programmes de graduation et cantines scolaires proposés dans la Politique Nationale de Protection et de Promotion Sociales (PNPPS) en Haïti* », Documents de Projets (LC/TS.2021/142), Santiago, Commission économique pour l'Amérique latine et les Caraïbes (CEPALC), 2021. https://repositorio.cepal.org/handle/11362/47428.
Velázquez, A., *La desigualdad social en Honduras: evolución y respuesta institucional,* 2021.
Velázquez, A., *La desigualdad social en Guatemala: evolución y respuesta institucional,* 2021.
Other project outputs
Blofield, M., Giambruno, C. and F. Filgueira, *Policy expansion in compressed time: assessing the speed, breadth and sufficiency of post-COVID-19 social protection measures in 10 Latin American countries*, Social Policy Series, No. 235 (LC/TS.2020/112), Santiago, Economic Commission for Latin America and the Caribbean (ECLAC), 2020.
Filgueira, F. Luis Miguel Galindo,L.M., Giambruno, C. and M. Blofield, *América Latina ante la crisis del COVID-19: vulnerabilidad socioeconómica y respuesta social*, Social Policy Series, N° 238 (LC/TS.2020/149), Santiago, Economic Commission for Latin America and the Caribbean (ECLAC), 2020.
Contribution to existing databases
Non-contributory social protection programmes in Latin America and the Caribbean, Social Development Division, ECLAC. Link Based on the following databases: - Base de datos de programas de Inclusión Laboral y Productiva. - Base de datos de programas de Pensiones sociales. - Base de datos de programas de Programas de Transferencias Condicionadas.
Social protection measures to confront COVID-19 (COVID-19 Observatory) Link.
Social Protection Programmes in Latin America and the Caribbean, socialprotection.org Link.
Virtual platform – "*Social policies and institutional frameworks for equality*". Link, to be launched in 2022.

Other references

ECLAC (2010) Time for equality. Closing gaps, opening trails.

ECLAC (2006) Shaping the Future of Social Protection: Access, Financing and Solidarity.

ECLAC (2016) The social inequality matrix in Latin America (A. Bárcena, A. Prado, L. Abramo, & R. Pérez (eds.)).

ECLAC (2020) Regional Agenda for Inclusive Social Development.

Arenas de Mesa, A., & Cecchini, S. (2022). Igualdad y protección social: claves para un desarrollo inclusivo y sostenible. El Trimestre Económico, 89(353), 277–309.

Bárcena, A. (2022). Equality at the heart of ECLAC thinking: ideas, policies and actions from 2008 to 2022.

Berner, H., & Van Hemelryck, T. (2020). Sistemas de información social y registros de destinatarios de la protección social no contributiva en América Latina: avances y desafíos frente al COVID-19.

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Cecchini, S., Filgueira, F., Martínez, R., & Rossel, C. (Eds.). (2015). Towards universal social protection-Latin American pathways and policy tools (ECLAC Book). Economic Commission for Latin America and the Caribbean (ECLAC).

Cárdenas, J., Robles Rivera, F. & Martínez-Vallejo, D. (2020), Élites empresariales y desigualdad en tiempos de pandemia en América Latina. Revista Española de Sociología, 29(3).

Speech of the Minister of Social Affairs and Labor on the Occasion of the Launch of the Training Seminar 21 and 22 June 2022 "International seminar Haiti: The challenges of implementing the National Policy for Social Protection and Promotion (PNPPS) in the light of Latin America and the Caribbean experiences". Unpublished document. More information on the seminar can be found at: https://www.cepal.org/en/events/international-seminar-haiti-challenges-implementing-national-policy-social-protection-and.

Course: "Instrumentos de Protección Social a lo largo del ciclo de vida". Available at: https://www.cepal.org/es/cursos/instrumentos-proteccion-social-lo-largo-ciclo-vida.

Websites

ECLAC

Draft programme of work of the ECLAC system, 2018-2019, 2020, 2021, and 2022, https://repositorio.cepal.org/bitstream/handle/11362/40003/S1600030_en.pdf, https://repositorio.cepal.org/bitstream/handle/11362/43570/S1800093_en.pdf?sequence=1&isAllowed=y, https://repositorio.cepal.org/bitstream/handle/11362/44850/S1900660_en.pdf, https://repositorio.cepal.org/bitstream/handle/11362/46094/1/S2000059_en.pdf.

Core services offered by ILPES, https://www.cepal.org/en/principales-servicios-del-ilpes

Políticas sociales e institucionalidad para la igualdad (Videos that are part of the virtual platform), https://www.youtube.com/playlist?list=PLnMIbRrfMTMVvupXIMvom4nD7DrG-Ek2z.

UN Development Account

Guidance documents by the UN-DESA on Development Account Projects, https://www.un.org/development/desa/da/static-guidance-public/.

DA Project "Strengthening Social Protection for Pandemic Responses: Identifying the Vulnerable, Aiding Recovery and Building Resilience", https://www.un.org/development/desa/da/individual-project-view-public/?project_id=1759&_wpnonce=b17e5f0ddb.

OECD DAC Network on Development Evaluation (EvalNet), Evaluation criteria, https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm.

ANNEX 4

LIST OF PERSONS INTEVIEWED

Names of interview partner(s)	Organisation/Position	Date of interview
Carlos Maldonado, Raúl Holz	CEPAL Santiago	19.05.2022
Humberto Soto, Juliette Bonnafe	CEPAL México	19.05.2022
Beatriz Morales	Former CEPAL	05.07.2022
Simone Cecchini	CEPAL Santiago	06.07.2022
Magdalena Acevedo	CEPAL Santiago	08.07.2022
Randolph Gilbert	CEPAL México, Focal Point Haiti	21.07.2022
María Elena Quilodrán	CHEDES/ SEDESOL, Honduras Specialist advisor to the Centro Hondureño para el Estudio de Políticas de Estado en el Sector Social (CHEDES), Secretaría de Estado en el Despacho de Desarrollo Social (SEDESOL)	11.07.2022
Sandra Orellana	Ministerio de Desarrollo Social (MIDES), Guatemala Asesora de Vicedespacho de Política, Planificación y Evaluación	22.07.2022
Fabian Repetto	External consultant	12.07.2022
Heidi Berner	Consultant, CEPAL Santiago	20.07.2022
Carlos Maldonado, Raúl Holz, Humberto Soto, Juliette Bonnafe	CEPAL Santiago, CEPAL México	20.07.2022
Adriana Velasquez	External consultant	11.08.2022

ANNEX 5

INTERVIEW PROTOCOLS

Table 1
Interview protocol for consultants

Introduction to the interview
Could you briefly tell me about your role in the project? In which project activities did you participate? Probes: National workshops/meetings, virtual workshops/meetings, etc.
How were the objectives and EAs of the project consistent with 1) objectives, priorities, and needs of the targeted countries; and 2) the mandate, objectives, and priorities of ECLAC?
Did the objectives and EAs of the project remain appropriate given any changed circumstance, e.g. changes in governments and their objectives, priorities and needs, and during the pandemic?
How well do you think were the activities and outputs you have participated in, aligned with the needs, objectives and strategies of the beneficiary countries and? Probes: Main objectives, challenges and constraints of stakeholders (e.g. regarding analysis, prioritisation, design and implementation, collaboration/coordination among ministries, policy coalitions, influences, etc.
To what extent were the objectives and EAs of the project in line with the SDGs and other international commitments on sustainable development, and specifically on social protection and inequality?
To what extent do you think the proposed policy changes go beyond poverty reduction and tackle structural causes of exclusion and inequality?
According to your perception/ in the countries in which you worked in/ with, did the project contribute to strengthened capacity of relevant stakeholders to coordinate and coherently integrate the institutional, financial and programme-level dimensions of social policies oriented towards the achievement of the SDGs and alleviating the impacts of COVID-19? Probes: Have countries launched processes to set up mechanisms for the design or re-design of social public policies focused on the SDGs and response to COVID-19? (e.g. operational guides and manuals, strategies of coordination and coherent integration of social policies considering participatory processes) Have countries started national coordination processes among different social ministries and institutions to coherently integrate the institutional, financial and programme-level dimensions of social policies oriented towards the SDGs? What were the changes at the institutional or policy level addressed by the countries to tackle exclusion? Were there differences within the countries/ institutions you worked with?
According to your perception/ in the countries you worked in/ with, did the project contribute to strengthened capacity of relevant stakeholders to analyse, design and prioritize rights-based social policies to reduce inequalities in key dimensions identified by Agenda 2030? Probes: Have countries conducted specific analyses to identify priorities for the design and/or implementation of rights-based public policies?
How has the project contributed to enhancing ECLAC's programme of work/priorities/activities? Probes: Can you give examples of changes in ECLAC's programme of work, priorities, and/or activities that can be attributed to the project?
According to you, what have been the main achievements of the project? Probes: What do you think are the most important project outputs for the participants? (e.g. toolkits, workshops, networks, technical assistance etc.) What do you think have been the most important challenges of the project participants and stakeholders? What were the most relevant political/ institutional/ implementation processes in the beneficiary countries were the project has contributed to? (e.g. Ecuador – social registry, social protection floor, Haiti – adoption of the PNPPS, rights-based approach) Which factors helped to achieve these results? What is the difference between the institutions with successful processes and those that were not successful? According to your perception, did partner countries and institutions perceive the project differently?

Introduction to the interview
Could you observe any other results from the project? Probes: Change in beliefs/ideas among participants
According to you, what were the success factors for achieving the results you mentioned and/or what were challenges or barriers to achieving the intended results?
To what extent were activities carried out and outputs achieved in a timely and cost-effective manner? Probes: Differences among countries, delays or obstacles to meeting your planned schedule, examples
If you participated in events/outputs after the start of Covid-19, to what extent was the project able to integrate ongoing learning and flexible adjust to the circumstances? Probes: Mode of working, content-wise
According to your experience, how well was the coordination of work between the different stakeholders?
According to your perception, how satisfied were the stakeholders with the technical assistance/the country case studies and/or the workshops and other activities you participated in?
In the framework of the activities/outputs you participated, have you collaborated with similar government initiatives, other initiatives implemented by ECLAC and/or other development partners? Probes: Synergies, duplications with other activities/initiatives
According to your knowledge, do any of the stakeholders still use the project outputs/tools and do you think they will continue using them? Probes: Are the institutional or policy changes for better inclusion sustainable? Are the specific measures taken to include excluded groups institutionalised (or in the process of being institutionalised? Are specific measures to alleviating the impacts of Covid-19 institutionalised, e.g. as shock-responsive SP programmes? Are there differences between countries?
If there are any institutional or policy changes, do you think they are sustainable? Were/are some of the measures being institutionalised? Probes: Measures to include groups left behind, measures to alleviate the impacts of Covid-19, examples
Was there an exit strategy/ or is follow-up support planned? Probe: Are there differences between countries?
Are you aware of any commitments/ initiatives/ funds to continue implementing similar activities now that the project has ended? Probes: Government commitment, by development partners, other initiatives?
Does the project demonstrate potential for replication and scale-up of successful practices? Probes: Lessons learned/ best practices for replications/ expansion of project to other locations, existence of similar needs in other countries/ regions, evidence of beneficiaries seeking further support
How did the project contribute to the respect and promotion of human rights aspects?
How did the project contribute to the respect and promotion of gender aspects?
How did the project contribute to the achievement of the SDGs and to alleviate the impacts of Covid-19?
According to you, are there lessons learnt or good practices from the project, and if yes, would you like to share some? Is there something you would like to do differently if you could design and implement the project again?
Do you have any recommendations for future ECLAC projects or in general regarding activities promoting LNOB/equality and social protection policies?
Would you like to recommend me some people with whom I could talk about the project? Probe: In the beneficiary countries, partners, stakeholders etc.
Is there something else you would like to share with me regarding the project?

Source: The evaluator.

Table 2
Interview protocol for national officials

Introduction to the interview
Can you briefly tell me about your current position? Probes: Is it still the same position as during your participation in the project activities?
How is your relation to the project? In which project activities did you participate? Probes: National workshops/meetings, virtual workshops/meetings, etc.
What was your motivation to participate in the project? Probes: Strengthen analytical capacities, learn about experience of other countries, etc.
What have been the main objectives and priorities of your institution regarding the Agenda 2030/ LNOB? Probes: Core issues, what is the importance of poverty reduction, inclusion of disadvantaged groups, reduce inequality, interministerial coordination etc.
Were the project activities relevant to the objectives and priorities of your institution/country? Probes: Examples, design/implementation of social protection policies/ achievement of Agenda 2030, measurement of SDGs and targets, etc.
What were the challenges you were struggling with at that time? Probes: Coordination with other ministries/ actors, Individual or institutional constraints, e.g. lack of analytical capacities, prioritisation of policies, design and implementation of policies regarding Agenda 2020, especially poverty and inequality, and social protection policies; political challenges in terms of support for these policies, policy coalitions, etc.; how would you describe the overall situation/ support/ influences regarding LNOB, social protection and equality promoting policies
Were the project activities relevant to these challenges and constraints? Can you give some examples?
Were there any changes in these objectives and priorities, e.g. due to a change in government and were the project activities still relevant?
In which activities did you participate and how satisfied were you with each of them? Probes: Events, technical assistance
Are you also participating in other initiatives/projects regarding similar aspects on the Agenda 2030/ LNOB? Probes: With which other development partners are you collaborating? How well aligned are these different initiatives, are there synergies, overlaps; what could be improved?
How useful was the knowledge gained and/or the tools for you/your institution/ your country? Probes: How did you benefit in individual terms, e.g. capacity strengthening, career opportunities, networks; How did your institution benefit, e.g. from technical assistance; would you say you have increased your capacity to analyse, design and prioritize rights-based public policies; could you use some of the tools or have you conducted specific analyses to identify priorities for the design and/ or implementation of rights-based public policies; What happened after the activities, e.g. did you follow up with other participants, collaborated with other ministries/other institutions in the country, etc., What are the benefits for policy making/ the achievement of the Agenda 2030?
Do you know some of the project outputs and have you used them? Probes: Outputs, databases etc., can you give some examples of how you have used contents, barriers and constraints to using them, unintended results of the outputs or of the project in general
Have you/your institution launched processes for the design or re-design of social public policies focused on the SDGs, especially the goals related to poverty and inequality, and response to COVID-19? Probes: Including operational guides and manuals, strategies of coordination and coherent integration of social policies considering participatory processes, can you give me an example of the changes at institutional/policy level? How transformative are they?
Have you/your institution carried out national coordination processes among different social ministries and institutions to coherently integrate the institutional, financial and programme-level dimensions of social policies oriented towards the SDG? Probes: Ministries of health, education, agriculture
According to you, what were the success factors for achieving the results you mentioned and/or what were barriers to achieving the intended results?
Did participation in the project activities change the way you think about LNOB/equality and social protection policies?

Introduction to the interview
Probes: New ideas, awareness, poverty reduction vs. inequality/exclusion, rights-based approaches, spaces for coordination and/or technical knowledge, e.g. shock-responsive SP, SP floors, household registry, monetary transfers, digitalisation
During the activities in which you participated, to what extent were human rights issues considered? Probes: Human-rights approaches to social protection
During the activities in which you participated, to what extent were gender issues adequately considered? Probes: Gender balance across participants, presenters, etc.; in terms of content regarding gender equality
Are the measures you implemented (refer to answers above) institutionalised or likely to be sustainable? Probes: Is the knowledge/tools used over time, and institutionalised? Are institutional changes/policies etc. sustainable, are measures implemented in view of Covid-19 likely to be institutionalised?
After the project ended, do you plan to continue participating in similar projects, are there initiatives or commitments by the government, other development partners, or ECLAC to continue funding these activities?
Do you think the project promoted and contribute to the achievement of the Agenda 2030, its goals and targets? Probes: relevant SDGs
According to you, are there lessons learnt/good practices from the project, and if yes, would you like to share some?
Do you have any recommendations for future ECLAC projects or in general regarding activities promoting LNOB/equality and social protection policies?
Could you maybe give me one other contact of someone who was involved in the above-mentioned activities/or someone who uses the tools and knowledge generated by the project?

Source: The evaluator.

ANNEX 6

ONLINE SURVEY QUESTIONNAIRE (ENGLISH VERSION)

The United Nations Economic Commission for Latin America and the Caribbean (ECLAC) is currently conducting an evaluation of the project " Leaving no one behind in Latin America and the Caribbean: strengthening institutions for social policy coherence and integration to foster equality". Funded by the UN Development Account, the project was jointly implemented by the Division of Social Development in Santiago and Mexico between 2018 and 2022, and targeted Ministries of Social Development and Social Cabinets of Ecuador, Guatemala, Haiti, Honduras, Panama and Paraguay. The project aimed at increasing country capacities to effectively implement public policies for the achievement of the SDGs, with a focus on poverty eradication, reduction of inequality and expansion of the realization of rights for the most disadvantaged groups.

In order to achieve this, the project organised technical workshops, meetings, carried out country case studies and technical advisory services, developed two toolkits and contributed to existing databases on social protection programmes and policies in the region. With the beginning of the Covid-19 pandemic, the project organised online workshops and meetings, and organised the toolkits and other project outputs in a virtual platform (not yet open to the public).

Our records indicate that you participated in one or more of these activities. It would be tremendously helpful if you could answer the questions in the attached survey, giving us your views on these activities and meetings and their contribution to your work, and sharing with us any lessons from the participation in the project. Your responses will help us to identify areas of improvement for future activities of ECLAC.

The survey should take approximately 15 minutes to complete. We would be very grateful if you could complete and submit the survey by July 19th. If you have any questions, comments or suggestions regarding this survey, please email them to the following address: evaluacion@cepal.org.

Any information you provide will be treated with the strictest confidence. The information will be received and managed by the Programme Planning and Evaluation Unit which will then share it with the evaluator. The Unit will ensure anonymity during the data gathering, analysis and drafting of the evaluation report.

We very much appreciate your response to the questionnaire and your participation in this evaluation process.

A - General information on the respondent and participation in the project

1. **Please indicate your connection to the project "Leaving no one behind in Latin America and the Caribbean: strengthening institutions for social policy coherence and integration to foster equality" (Select all that apply)**
   - ☐ I attended project activities (including workshops, meetings, webinars, etc.).
   - ☐ I participated in the organization of project activities.
   - ☐ I participated in the development of the toolkits and/or the virtual platform.
   - ☐ I participated in the development of the country case studies or other studies.
   - ☐ I participated as a speaker at project events.
   - ☐ Other (please specify) …

   (23)
2. **For what type of organization(s) were you working during the period you participated in the activities mentioned above? (Select all that apply)**
   - ☐ Governmental institution (Ministry of Social Development)
   - ☐ Governmental institution (Other ministry or other institution)
   - ☐ Civil society organization or network
   - ☐ Academic institution or research institute
   - ☐ Bilateral or multilateral agency (including UN agencies, Development Banks)

- ☐ Independent consultant
- ☐ Other (please specify) …

(24)

3. **What was your position at the time of participation in the project activities? (Select all that apply)**
   - ☐ Senior Management
   - ☐ Middle Management
   - ☐ Technical/Professional Staff
   - ☐ Consultant
   - ☐ Administrative staff
   - ☐ Other (please specify) …

   (25)
4. **In which country did you work at the time of participation in the activities? (Select one)**
   - ☐ Chile
   - ☐ Ecuador
   - ☐ Guatemala
   - ☐ Haiti
   - ☐ Honduras
   - ☐ Mexico
   - ☐ Panama
   - ☐ Paraguay
   - ☐ Other (please specify) …

   (26)
5. **Are you currently working for the same type of institution? (Select one)**
   - ☐ Yes
   - ☐ No

   (27)
6. **If your answer is no, please specify your position and the type of institution where you are currently working (Optional)**
   - ☐ Institution: …
   - ☐ Position: …

   (28)
7. **At that time, were you or have you been in a position to influence public policy in your country? (Select one)**
   - ☐ Yes, significantly
   - ☐ Yes, fairly
   - ☐ Maybe indirectly
   - ☐ Not at all

   (29)
8. **To which gender do you most identify? (Select one)**
   - ☐ Female
   - ☐ Male
   - ☐ Other/Prefer not to say

   (30)

B - Project design and relevance

9. **At project start and during the project (2018-2022) what were your country priorities and capacity needs? (Select all that apply)**
   - ☐ Design and implement policies to achieve the SDGs
   - ☐ Design and implement social protection policies and programmes
   - ☐ Design and implement rights-based policies

- Coordinate policies, institutional frameworks and programmes among ministries
- Provide reliable analysis on excluded groups and inequality and prioritize appropriate policies
- Respond to the socio-economic impacts of the Covid-19 pandemic
- Design shock-responsive social protection policies
- Implement specific aspects of social protection, including a social protection floor, household registry, and targeting strategies
- Other (please specify) …

(31)

10. How satisfied are you with the project design? (Select one answer for each statement)

a. The project design responded to the needs of my country.
b. The project design considered the capacities and challenges of my country.
c. The project adapted to the upcoming challenges of Covid-19 and stayed relevant.

1. Completely agree; 2. Somewhat agree; 3. Somewhat disagree; 4. Completely disagree; 5. Don't know

C - Project participation and use of knowledge and tools

11. In which project activities organized by ECLAC did you participate? (Select all that apply)

Ecuador

- Seminario Internacional de Protección Social: *menos pobreza, más desarrollo: transferencias monetarias y pisos de protección social* (Quito, **Ecuador**, 12/2018)
- Asistencia técnica para **Ecuador**: *taller de discusión sobre registros sociales y focalización de programas sociales* (Santiago de Chile, 05/2019)

Guatemala

- Asistencia técnica: *que nadie se quede atrás en la senda del desarrollo de Guatemala* (**Guatemala**, 05/2019)
- Taller nacional de capacitación e intercambio: *gestión e institucionalidad para la igualdad en Guatemala: protección social ante desastres* (**Guatemala**, 05/2022)

Haiti

- Atelier: *politique nationale de protection et de promotion sociales (PNPPS)* (Port-au-Prince, **Haïti**, 06/2019)
- Atelier international: *protection sociale en **Haïti*** (Port-au-Prince, 10/2019)
- Assistance technique: collecte d'informations pour l'étude *Chiffrage des coûts de la politique sociale en **Haïti*** (Port-au-Prince, 12/2019)
- Atelier en ligne: *protection et Promotion Sociales Réactives aux Chocs* (Online, 09/2020)
- Assistance technique: appui des Nations unies à la mise en œuvre et à l'institutionnalisation de la Politique nationale de protection et de promotion Sociales (PNPPS) (Port-au-Prince et en ligne, en cours, 2019-2022)

Honduras

- Online Workshop: *políticas Sociales, Gestión e Institucionalidad para la Igualdad en **Honduras*** (Online, 11/2021)

Panama

- Taller de Capacitación: *que nadie se quede atrás en la senda del desarrollo de **Panamá***, (Ciudad de Panamá, 11/2018)
- Taller de Capacitación: *políticas sociales para que nadie se quede atrás*, (Ciudad de Santiago, 04/2019)
- Taller de Capacitación: *políticas sociales para que nadie se quede atrás*, Ciudad de Panamá, 04/2019)

Paraguay

- ☐ Taller de discusión sobre el registro social de hogares en Paraguay (04/2021)

Webinars

- ☐ Taller de discusión – Conferencia Regional sobre Desarrollo Social de América Latina y el Caribe: sistemas de información social y registros sociales en América Latina: avances y desafíos frente al COVID-19 (12/2020)
- ☐ Taller de trabajo: herramientas de política social y análisis de las desigualdades para enfrentar los impactos de la pandemia de Covid-19: aprendizajes y desafíos para la construcción de sistemas universales, integrales y sostenibles de protección social (08/2021)
- ☐ Reunión técnica: caja de herramientas. Promoviendo la igualdad. Encuentro/ Conversatorio de la Mesa Andina Intersectorial de Concertación Contra las Desigualdades en Salud (09/2021)
- ☐ Webinar: lessons on the Use of Digital Technology in Social Protection Systems: What Are the Lessons from the COVID-19 Crisis and the Implications for the Future? (09/2021)
- ☐ Conferencia regional sobre Desarrollo social de América Latina y el Caribe, evento paralelo: herramientas de políticas sociales, gestión e institucionalidad para la igualdad en América Latina y el Caribe (10/2021)

Other activities

- ☐ Preparation of, and/or feedback on toolkits
- ☐ Preparation of, and/or feedback on (country case) studies
- ☐ Technical advisory services
- ☐ Other (please specify) …

(32)

12. To what extent do you feel that the activities in which you participated were relevant to the context of your country? (Select one)

- ☐ Very relevant
- ☐ Relevant
- ☐ Somewhat relevant
- ☐ Irrelevant
- ☐ Don't know

(33)

13. If you have received technical assistance, could you please briefly describe any positive benefits (to you, to your country or to your institution) which resulted from these advisory services? (Optional)

- ☐ …

(34)

14. …Are you familiar with, have used or have contributed to any of the following project products (toolkits, reports, and/or databases? (Select all that apply)

- ☐ Country case study Ecuador
  (Taller de discusión sobre registros sociales y focalización de programas sociales para el caso de Ecuador. Recomendaciones a partir de la experiencia chilena)
- ☐ Country case study Guatemala
  (*La desigualdad social en Guatemala: evolución y respuesta institucional)*
- ☐ Country case study Haiti
  (*Estimation du coût des transferts monétaires de la Politique nationale de protection et de promotion sociales (PNPPS) en Haïti*)

- ☐ Country case study Honduras (*La desigualdad social en Honduras: evolución y respuesta institucional*)
- ☐ Country case study Panama 1 (*Políticas públicas pro-igualdad en Panamá: los retos del Gabinete Social)*
- ☐ Country case study Panama 2 (*La matriz de la desigualdad social en Panamá*)
- ☐ Toolkit 1 (*Gestión e institucionalidad de las políticas sociales para la igualdad en América Latina y el Caribe*, https://www.cepal.org/es/publicaciones/47456-caja-herramientas-gestion-institucionalidad-politicas-sociales-la-igualdad)
- ☐ Toolkit 2 (*A toolkit for promoting equality: the contribution of social policies in Latin America and the Caribbean*, https://repositorio.cepal.org/handle/11362/47387)
- ☐ Database 1 ("*Non-contributory social protection programmes in Latin America and the Caribbean*", https://dds.cepal.org/bpsnc/home)
- ☐ Database 2 *(Social protection measures to confront COVID-19 (COVID-19 Observatory*, https://dds.cepal.org/observatorio/socialcovid19/en/acerca.php))
- ☐ Database 3 *(*Contribution to database *Social Protection Programmes in Latin America and the Caribbean*, https://socialprotection.org/discover/programme?f%5B0%5D=field_programme_devel_regions%3A1242#)
- ☐ Other (please specify) …

(35)

15. How would you rate the implementation of the project activities in which you have participated? (Select one answer for each statement)

a. Resources were properly used in line with the goal of the activity.
b. In the workshops and meetings/webinars in which I participated, all relevant key people from the relevant institutions participated.
c. Project activities were well aligned with other institutions/initiatives and involved collaboration and synergies.
d. The project flexibly responded to emerging country/institutional needs and opportunities.
e. The project flexibly responded to the challenges occurring with Covid-19.
f. Online workshops and webinars allowed to effectively continue project activities.

1. Completely agree; 2. Somewhat agree; 3. Somewhat disagree; 4. Completely disagree; 5. Don't know

16. Did you have the opportunity to apply knowledge and/ or tools at your institution or workplace? (Select one)

- ☐ Yes, regularly
- ☐ Yes, in a few occasions
- ☐ No, not yet
- ☐ No, not at all
- ☐ Don't know

(36)

17. If yes, could you please provide concrete examples of their use? (Optional)

- ☐ …

(37)

18. …Can you provide specific examples of how the knowledge gained in the project and/or tools have supported decision-making processes in your country or place of work? (Optional)

□ …

(38)

19. Can you provide specific examples of how knowledge and/or tools have supported coordination with other ministries in your country? (Optional)

□ …

(39)

20. How would you rate the effects of the project activities at the individual level? (Select one answer for each statement)

a. The project gave me an opportunity to exchange with others I would not have had otherwise.
b. Participation in the project broadened my knowledge on inequality, social protection and LNOB.
c. The project helped me to acquire new technical skills.
d. It provided me with needed tools.
e. It helped me to change certain attitudes and/or open my mind to other ideas.
f. It helped me to expand my circle of professional contacts.
g. It helped me to progress in my career.
h. The benefits of technical competences acquired go far beyond individual capacity building.

1. Completely agree; 2. Somewhat agree; 3. Somewhat disagree; 4. Completely disagree; 5. Don't know

21. How would you rate the effects of the project outputs and activities at the institutional level? (Select one answer for each statement)

a. My institution is now in a better position to reduce inequalities through social protection in the country.
b. Project products are sufficiently practical for country-level use and led to further analysis.
c. Project products are useful to transfer and multiply knowledge to others.
d. The project enhanced decision-making regarding policy development and implementation to address inequalities.
e. It contributed to operational changes or management regarding technical issues generally.
f. It contributed to the design or re-design of public policies and programmes focused on the SDGs.
g. It contributed to the design or re-design of public policies and programmes in response to Covid-19.
h. It generated useful dialogue with other ministries and stakeholders in the country and led to joint activities.
i. It contributed to the design of new strategies/mechanisms to coordinate policies with other ministries and stakeholders.
j. It contributed with technical solutions and policy ideas not yet available in the country.

1. Completely agree; 2. Somewhat agree; 3. Somewhat disagree; 4. Completely disagree; 5. Don't know

22. How would you rate the effects of the project outputs and activities on the policy level in your country? (Select one answer for each statement)

a. It helped to position inequality and social protection in the country.
b. It brought new ideas and the new perspectives on inequality/ the LNOB principle.
c. It has influenced trends and/or opened new spaces for dialogue related to inequality, social protection and the LNOB principle.
d. It has influenced the drafting and/or adaptation of specific public policies to reduce inequalities.
e. It has helped to foster coordination between ministries.
f. It helped to promote equality as a key driver of sustainable development.

g. It helped to enhance government capacities to reduce inequality in my country.
h. It contributed to the respect and promotion of human rights aspects.
i. It contributed to the respect and promotion of gender aspects.

1. Completely agree; 2. Somewhat agree; 3. Somewhat disagree; 4. Completely disagree; 5. Don't know

23. Could you please describe briefly one example of change that occurred in your country/ institution as a result of the project? Please explain what it consisted of and how the activities helped to influence or promote this change (optional question)

□ …

D – Sustainability, lessons learnt and recommendations

(40)

24. Would you like to share some of the lessons learned and/or good practices for replication/ expansion of the project? (Multiple answers possible)

□ No
□ Yes, …
□ Yes, …

(41)

25. Would you like to offer any recommendations regarding ECLAC's future activities? These can relate to events/toolkits/technical assistance, or improvements needed regarding their planning, funding, management and/or implementation

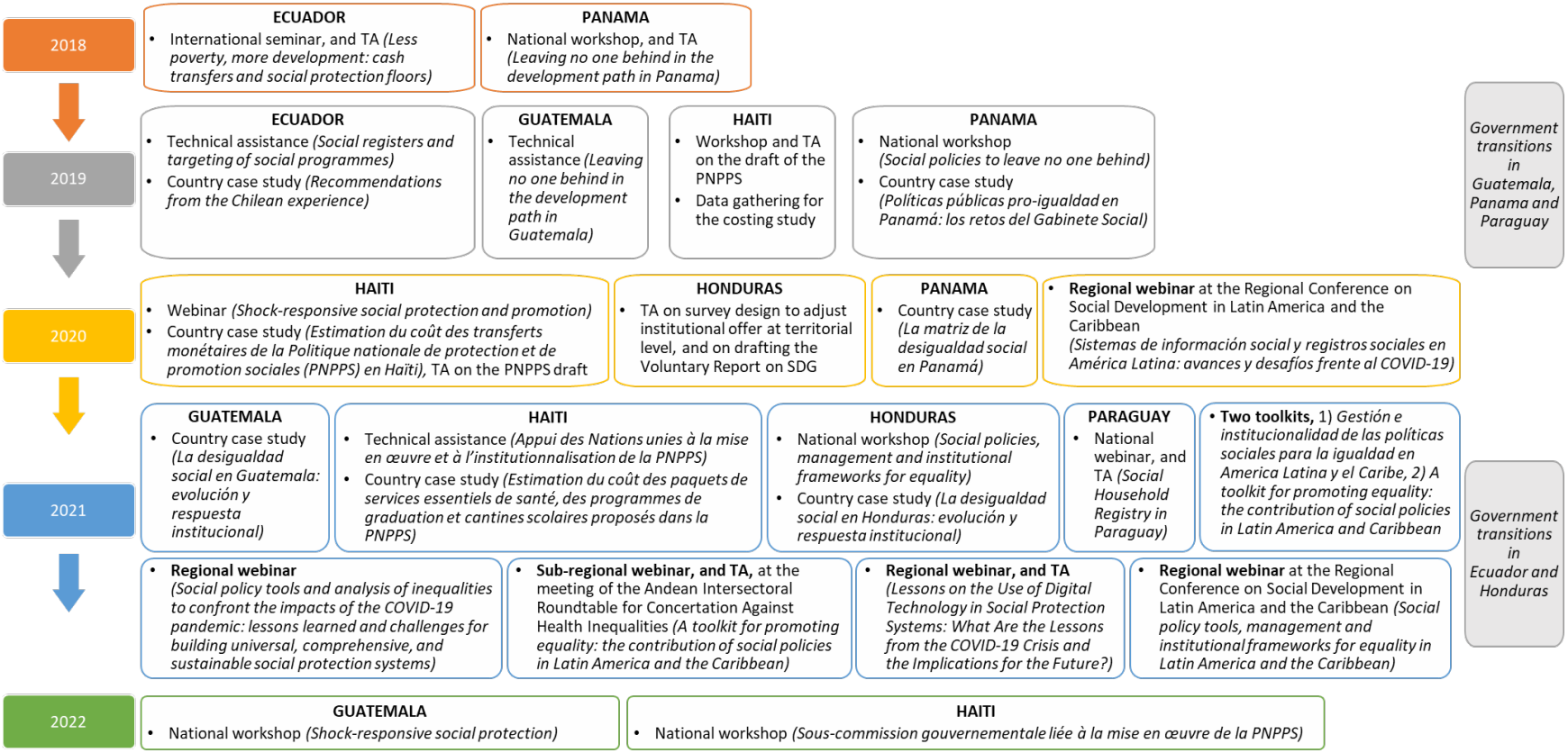
□ Recommendation 1: …
□ Recommendation 2: …
□ Recommendation 3: …

The survey has come to an end. Thank you very much for you time. If you have any questions, comments or suggestions regarding the survey, please email them to the following address: evaluacion@cepal.org.

ANNEX 7

OVERVIEW OF PROJECT ACTIVITIES AND OUTPUTS

Figure 1
Overview of project activities and outputs



Source: The evaluator.

ANNEX 8

PLANNED PROJECT ACTIVITIES AND THEIR IMPLEMENTATION

	Planned activity	Implemented activity	Evaluator comments
A1.1	Prepare five national case studies with evidence-based recommendations on the design and implementation of coherent and integrated social policies: under the coordination of ECLAC social development experts, the studies will be conducted by experts with proved knowledge in the matter, and will focus on compilation of best experiences that may be replicated within national specific contexts. These studies will serve as base of the toolkit (activity A1.2).	Five case studies were elaborated (Ecuador, Guatemala, Haiti, Honduras, Panama)	Apart from the Ecuador case study, which used Chile's experiences, the case studies focused on specific implementation challenges in the case of Haiti, and the application of the social inequality matrix, and an analysis of the political and institutional framework in Guatemala, Honduras and Panama, rather than providing evidence-based recommendations based on regional experiences. Although exchange on replicable experiences was repeatedly demanded by counterparts, the case studies were designed in a participatory way with counterparts, responded to their needs and were important inputs to technical assistance and to the toolkit on equality.
A1.2	Prepare one regional toolkit with evidence-based guidelines and recommendations on the design and implementation of coherent and integrated social policies, to be used at the capacity building workshops (activity A1.3): under the coordination of ECLAC´s social development experts, the toolkit will be developed by an expert with proved knowledge in the topic, and will be drafted as a set of guidelines in order to serve as advisory material for stakeholders.	The toolkit was prepared (Gestión e institucionalidad de las políticas sociales para la igualdad en América Latina y el Caribe), although not in preparation for the workshops, but based on the workshops. Moreover, a virtual platform was developed that features the content of both toolkits, among others.	The toolkit was developed by different experienced experts, including ECLAC staff, and effectively serves as advisory material and toolkit for stakeholders. The shift in the order of the activities A1.2 and A1.3 was due to the longer time needed for the preparation of the toolkit, but in hindsight made sense, as this allowed experts to better understand project partners and the toolkit to be better targeted to their situation and needs.
A1.3	Organize five national capacity building workshops on the design and implementation of coherent and integrated social policies, using case studies (activity A1.1) and the toolkit (activity A1.2) as the basis for discussion: the workshops will be organized jointly between ECLAC (leading), UN country team, national and/or regional counterparts.	Six workshops were held 1) Ecuador, 2018, "International Seminar on Social Protection", with MIES, UNICEF, IADB, and the World Bank 2) Panama, 2019 (2x), "Social policies to leave no one behind" 3) Honduras, 2021, "Social policies, management and institutional frameworks for equality", with SEDIS (virtual) 4) Guatemala, 2019, "Leaving no one behind in the development path in Guatemala", 5) Guatemala, 2022, "Shock-responsive social protection", with SEGEPLAN and MIDES. 6) A planned workshop in Haiti in 2019 had to be cancelled, and could not be held in presence until the end of the project. A virtual workshop was held in June 2022, in the framework of ongoing cooperation.	The workshops planned in A1.3 and in A2.2 were partly combined, also with technical assistance (A1.6 and A2.5), which makes sense given the interrelatedness of the two expected accomplishments, the workshops and technical assistance, and the requests by the counterparts.

	Planned activity	Implemented activity	Evaluator comments
A1.4	Organize one sub-regional capacity building workshop on the design and implementation of coherent and integrated social policies, using the toolkit (activity A1.2) and good practices derived from the national capacity building workshops (activity A1.3) as a basis for learning and discussion at the sub-regional level (Central America): the workshop will be organized jointly between ECLAC (leading) and other regional and sub-regional counterparts, such as the institutions of the Central American Social Integration System (SISCA).	One virtual workshop was held. In 2021, under the framework of the Fourth Meeting of the Regional Conference on Social Development in Latin America and the Caribbean, ECLAC held the side event "Social policy tools, management and institutional frameworks for equality in Latin America and the Caribbean". The event was addressed to representatives of governments, civil society and public. The workshop sought to contribute to the strengthening of the capacities of countries on the development of social policies that reduce inequalities with a perspective of a transformative recovery with equality in the face of COVID-19.	This activity was postponed, in order to build on the toolkit and then held online due to the pandemic. During the event, content of both toolkits was presented as well as a preliminary version of the virtual platform. The workshop was originally planned to target Central America, but as it was held online, broadened to the whole ECLAC region. SISCA was not involved in the organisation.
A1.5	Organize one regional capacity building workshop on the design and implementation of coherent and integrated social policies, using the toolkit (activity A1.2), good practices derived from the national capacity building workshops (activity A1.3), the sub-regional capacity building workshop and experiences from a broader set of countries as a basis for learning and discussion. The workshop will be organized jointly between ECLAC (leading) and other regional counterparts and is expected to have participation from several countries of Central and South America in order to foster broader discussion, exchange of experiences and knowledge sharing.	Two virtual workshops were held 1) "Social information systems and social registers in Latin America: progress and challenges facing COVID-19". Participants from Ecuador, Haiti, Honduras and Panama also attended the workshop. Contents and discussions at the workshop contributed to identifying key challenges of the social registers implementations, such as: increasing the coverage; continually updating the indicators and databases of the recipients; expanding the protection of personal data; including the gender perspective in the indicators and moving towards social protection for informal workers and other population with no coverage. 2) "Social policy tools and analysis of inequalities to confront the impacts of the COVID-19 pandemic: lessons learned and challenges for building universal, comprehensive, and sustainable social protection systems". Representatives from various national governments, including Haiti, Honduras, Panama and Paraguay, and different international organizations attended. Contents and discussion at the workshop contributed to strengthen the capacities in countries on the development of social protection policies, within the framework of universal, comprehensive, and sustainable social protection systems that are sensitive to differences. Also, it promoted the exchange of experiences and the identification of lessons learned and shared challenges towards a transformative recovery with equality to confront the impacts of the COVID-19 pandemic.	This activity was postponed, in order to build on the toolkit and then held online due to the pandemic. The second workshop was carried out with another DA project.

	Planned activity	Implemented activity	Evaluator comments
A1.6	Provide advisory services and technical assistance on the design and implementation of coherent and integrated social policies: based on lessons learned and partners exchange from the capacity building workshops (activities A1.3, A1.4 and A1.5), as well as on the information and recommendations set in the national case studies and the toolkit (activities A1.1 and A1.2), ECLAC officers will deliver these advisory services to specific counterparts requiring them on a demand driven basis.	Technical assistance was provided for the following countries and topics **1)** Ecuador, 2018, Less poverty, more development: cash transfers and social protection floors **2)** Panama, 2018, Leaving no one behind in the development path in Panama **3)** Panama, 2019, Social Policies to leave no one behind **4)** Ecuador, 2019, Social registers and targeting of social programmes (in Chile) **5)** Haiti, 2019, National policy of social protection and promotion (continuously from 2019-2022, online), and on the costing and financing of the social protection extension **6)** Virtual workshop, 2020, Social information systems and social registers in Latin America: progress and challenges facing COVID-19 **7)** Guatemala, 2019, to the planning secretary of Guatemala on the costing of the necessary public policies oriented to reach their governmental goals for the period 2020-2024, aligned to the SDGs. During the assistance, the relevance of implementing policies coherently and in an integrated manner was highlighted. **8)** Honduras, 2020, on the design of a questionnaire that the Secretariat of Development and Social Inclusion (SEDIS) of Honduras will apply at the territorial level, aimed at mayors and managers of mancomunidades. With this instrument, SEDIS collected evidence to be channelled to decision-makers, to adjust the social policy and the institutional offer. **9)** Paraguay, 2021, Social Household Registry in Paraguay (virtual) **10)** Webinar, 2021, Lessons on the use of digital technology in social protection systems: What are the lessons from the COVID-19 crisis and the implications for the future	To 6) The document "Sistemas de información social y registros de destinatarios de la protección social no contributiva en América Latina: avances y desafíos frente al COVID-19" was prepared in the framework of another DA project "Strengthening Social Protection for Pandemic Responses: Identifying the Vulnerable, Aiding Recovery and Building Resilience". To 7) This technical assistance is not concluded. To 10) Jointly organized with another DA project The workshops planned in A1.3 and in A2.2 were partly combined, also with technical assistance (A1.6 and A2.5), which makes sense given the interrelatedness of the two expected accomplishments, the workshops and technical assistance, and the requests by the counterparts. It is however less clear, in how far virtual workshops allowed effective technical assistance.
A1.7	Maintain, update, and expand existing social development databases in order to create an online regional social policy observatory providing data and information on the programme-level, institutional, and financial dimensions of social policies at the country level, according to the mandate of Resolution 2(II) of the Regional Conference on Social Development in Latin America and the Caribbean. Under the coordination of ECLAC social development experts and counting on the expertise of a professional on statistical compilation and dissemination, this observatory will be developed and maintained to provide a comparative view on the advances and challenges of integrating different dimensions of social policy implementation.	ECLAC updated in a continuous yearly basis the qualitative and quantitative information on the Non-contributory Social Protection Programmes Database in Latin America and the Caribbean, particularly on - conditional cash transfer programmes (https://dds.cepal.org/bpsnc/cct) - social pensions (https://dds.cepal.org/bpsnc/sp) - labour and productive inclusion programmes (https://dds.cepal.org/bpsnc/lpi) - social protection measures in response to COVID-19 database (https://dds.cepal.org/observatorio/socialcovid19/en/listamedidas.php), developed in 2020. In 2019 ECLAC established a partnership with socialprotection.org platform of the International Policy Centre for Inclusive Growth (IPC-IG). Through this partnership, ECLAC provides access to the information held on the Non-contributory Social Protection Programmes Database and allows socialprotection.org to add it to its Latin America Programme Profiles (https://socialprotection.org/discover/programme?f%5B0%5D=field_programme_devel_regions%3A1242).	The databases seem to be well maintained and updated, however do not contain further information on advances and challenges of integrating different dimensions of social policy implementation, and standing for themselves, might not be completely sufficient for easy replication or adaptation by countries. They are also somewhat disconnected from the rest of the activities, and although about 30% of survey respondents reported to knowing the database, they could potentially be linked to the virtual platform and used for workshops and technical assistance based on regional experiences.

	Planned activity	Implemented activity	Evaluator comments
A2.1	Prepare one toolkit to facilitate the identification, analysis, design, prioritization and implementation of policies to reduce socio-economic inequalities in key dimensions of the Agenda 2030, including emergency policies to face the COVID-19 crisis: under the coordination of ECLAC social development experts, the toolkit will be developed by an expert with proved knowledge in the topic, and will be drafted as a set of guidelines in order to serve as advisory material for stakeholders. The specific focus of the toolkit will be further defined on the basis of the identification of the most relevant capacity gaps.	The toolkit was prepared (A toolkit for promoting equality: the contribution of social policies in Latin America and the Caribbean), although not in preparation for the workshops, but based on the workshops. Moreover, a virtual platform was developed that features the content of both toolkits, among others.	This toolkit has a very strong focus on the normative and conceptual frameworks, and towards the analysis of inequalities and prioritization of policies. Although it identifies several policy experiences from the region (on the different dimensions of inequality, population groups and pandemic response, it is more conceptual and provides less tools than the first toolkit on management and institutional frameworks. The toolkit was developed with other ECLAC divisions, such as Gender Affairs and Population and Development (CELADE). The shift in the order of the activities A2.1 and A2.2 was due to the longer time needed for the preparation of the toolkit, but in hindsight made sense, as this allowed experts to better understand project partners and the toolkit to be better targeted to their situation and needs.
A2.2	Organize five national capacity building workshops on methodologies and tools to identify, analyse, design, prioritize and implement policies to reduce socio-economic inequalities, using the toolkit (activity A2.1) as the basis for discussion: the workshops will be organized jointly between ECLAC (leading), UN country teams, national and/or regional counterparts.	Five workshops have been held 1) Panama, 2018, "Leaving no one behind in the development path in Panama", with FAO 2) Panama; 2019 (2x), "Social policies to leave no one behind" 3) Honduras, 2021, "Social policies, management and institutional frameworks for equality", with SEDIS (virtual) 4) Guatemala, 2022, "Shock-responsive social protection, with SEGEPLAN and MIDES". The last workshop was implemented with resources from other funding source, as the project was already concluded. 5) A planned workshop in Haiti in 2019 had to be cancelled, and could not be held in presence until the end of the project. A virtual workshop was held in June 2022, in the framework of ongoing cooperation.	The workshops planned in A1.3 and in A2.2 were partly combined, also with technical assistance (A1.6 and A2.5), which makes sense given the interrelatedness of the two expected accomplishments, and the workshops and technical assistance, and the requests by the counterparts.
A2.3	Organize one sub-regional capacity building workshop on methodologies and tools to identify, analyse, design, and prioritize policies to reduce socio-economic inequalities, using the toolkit (activity A2.1) and good practices derived from the national capacity building workshops (activity A2.2) as a basis for learning and discussion at the sub-regional level (South America). The workshop will be organized jointly between ECLAC (leading) and other counterparts, such as FAO and UNICEF.	One virtual workshop was held. In 2021, under the framework of the Fourth Meeting of the Regional Conference on Social Development in Latin America and the Caribbean, ECLAC held the side event "Social policy tools, management and institutional frameworks for equality in Latin America and the Caribbean". The event was addressed to representatives of governments, civil society and public. The workshop sought to contribute to the strengthening of the capacities of countries on the development of social policies that reduce inequalities with a perspective of a transformative recovery with equality in the face of COVID-19.	This activity was postponed, in order to build on the toolkit and then held online due to the pandemic. The workshop was originally planned to target South America, but as it was held online, broadened to the whole ECLAC region. FAO and UNICEF were not involved.

	Planned activity	Implemented activity	Evaluator comments
A2.4	Organize one regional capacity building workshop on methodologies and tools to identify, analyse, design, prioritize and implement policies to reduce socio-economic inequalities, using the toolkit (activity A2.1), good practices derived from the national capacity building workshops at the national level (activity A2.2), the sub-regional capacity building workshop and experiences from a broader set of countries as a basis for learning and discussion: the workshop will be organized jointly between ECLAC (leading) and other regional counterparts, and is expected to have participation from several countries of Central and South America in order to foster broader discussion, exchange of experiences and knowledge sharing	One virtual workshop was held in 2021 (Social policy tools and analysis of inequalities to confront the impacts of the COVID-19 pandemic: lessons learned and challenges for building universal, comprehensive, and sustainable social protection systems). Representatives from various national governments, including Haiti, Honduras, Panama and Paraguay, and different international organizations attended.	This activity was postponed, in order to build on the toolkit and then held online due to the pandemic. The workshop was adapted to include the exchange of experiences and the identification of lessons learned and shared challenges towards a transformative recovery with equality to confront the impacts of the COVID-19 pandemic The activity was jointly held with another DA project.
A2.5	Provide advisory services and technical assistance on methodologies and tools to identify, design, analyse, prioritize and implement policies and actions to reduce socio-economic inequalities, based on lessons learned and partners exchange from the capacity building workshops (activities A2.2, A2.3 and A2.4), as well as on the information and recommendations set in the toolkit (activity A2.1), ECLAC officers will deliver these advisory services to specific counterparts requiring them on a demand driven basis.	Technical assistance was provided for the following countries and topics 1) Ecuador, 2018, Less poverty, more development: cash transfers and social protection floors 2) Panama, 2018, Leaving no one behind in the development path in Panama 3) Panama, 2019, Social Policies to leave no one behind 4) Ecuador, 2019, Social registers and targeting of social programmes (in Chile) 5) Haiti, 2019, National policy of social protection and promotion (continuously from 2019-2022, online), and on the costing and financing of the social protection extension 6) Virtual workshop, 2020, Social information systems and social registers in Latin America: progress and challenges facing COVID-19 7) Honduras, 2020, on the design of a questionnaire that the Secretariat of Development and Social Inclusion (SEDIS) of Honduras will apply at the territorial level, aimed at mayors and managers of mancomunidades. With this instrument, SEDIS collected evidence to be channelled to decision-makers, to adjust the social policy and the institutional offer; and to the General Coordination Secretariat of the government of Honduras on the drafting of the National Voluntary Report on advances of SDG, particularly with sections on advances in inequality reduction, on challenges with intersectoral policies to reduce socio-economic inequalities based on evidence and oriented to recovery post COVID-19. 8) Paraguay, 2021, Social Household Registry in Paraguay (virtual) 9) Webinar, 2021, Lessons on the use of digital technology in social protection systems: What are the lessons from the COVID-19 crisis and the implications for the future 10) Technical meeting of the Andean Intersectoral Roundtable for Concertation Against Health Inequalities	To 9) Jointly organized with another DA project The workshops planned in A1.3 and in A2.2 were partly combined, also with technical assistance (A1.6 and A2.5), which makes sense given the interrelatedness of the two expected accomplishments, and the workshops and technical assistance, and the requests by the counterparts. It is however less clear, in how far virtual workshops contribute to technical assistance.

ANNEX 9

ACHIEVEMENT OF EXPECTED ACCOMPLISHMENTS AND COMMENTS ON INDICATORS

Expected accomplishment	Indicator of achievement	Achievements	Assessment of progress	Comments on indicator
Strengthened capacity of relevant stakeholders in target countries to **coordinate and coherently integrate** the institutional, financial and programme-level dimensions of social policies oriented towards the achievement of the SDGs and alleviating the impacts of COVID-19 (EA1)	I1.1) Number of project countries that have launched processes to set up mechanisms (including operational guides and manuals, strategies of coordination and coherent integration of social policies considering participatory processes) for the design or re-design of social public policies focused on the SDGs and response to COVID-19 Baseline: 0; Target: 3	Haiti has drafted their national policy of social protection and promotion (PNPPS) In Honduras, a technical note to provide the next administration with medium and long-term strategic priorities to face social inequality, has been elaborated and handed over to the new administration in 2022. The new government of Honduras then requested to renew the collaboration with ECLAC, and currently discusses TA oriented to the redesign of the social institutional framework and integration of inequality reduction in it. In Guatemala, a workshop to analyse strategies has been held in May 2022 with government authorities, in which a potential National Policy on Prevention to disasters incorporating Social Protection has been discussed.	The target was fully achieved. Postponing of the workshop in Guatemala was due to the request of the government.	The indicator is - specific to the expected accomplishment, - slightly ambiguous in the definition of processes and mechanisms, which however allows for needed flexibility with regards to the demand-driven project activities - in view of rather punctual technical assistance achievable, e.g. in Haiti, in view of broader support like in Panama and high staff turnover and quite short workshops/events, rather ambitious - relevant to the context, but not easy to collect, if technical assistance is not continued, as e.g. in Ecuador - time-bound, measured yearly
	I1.2) Number of project countries that have carried out national coordination processes among different social ministries and institutions to coherently integrate the institutional, financial and programme-level dimensions of social policies oriented towards the SDGs Baseline: 0; Target: 3	Haiti has drafted their national policy of social protection and promotion (PNPPS) In Honduras, a technical note to provide the next administration with medium and long-term strategic priorities to face social inequality, has been elaborated and handed over to the new administration in 2022. The new government of Honduras then requested to renew the collaboration with ECLAC, and currently discusses TA oriented to the redesign of the social institutional framework and integration of inequality reduction in it. In Guatemala, a workshop to analyse strategies has been held in May 2022 with government authorities, in which a potential National Policy on Prevention to disasters incorporating Social Protection has been discussed.	The target was fully achieved. Postponing of the workshop in Guatemala was due to the request of the government.	

Expected accomplishment	Indicator of achievement	Achievements	Assessment of progress	Comments on indicator
	I1.3) Percentage of national officers and/or other relevant stakeholders of participant countries that acknowledge having increased their social management capacity (e.g. capacity to identify or design mechanisms to coordinate and coherently integrate the institutional, financial and programme-level dimensions of social policies) Target: At least 85%	Average percentage of respondents who indicated that the subjects presented and discussed were useful or very useful for their work at the project capacity building events, was 97,59%.[a]	The target was overachieved.	These are very important and mostly smart indicators, as they inform about the immediate satisfaction of participants with the workshops and if it increased their knowledge of social management, and coordination and integration mechanisms. Yet, it is not very specific, as it does not measure exactly what is stated in the indicator, i.e. the increase of actual social management capacity. Although awareness, knowledge, and access to tools might have increased, the actual management capacity might depend on a variety of other factors, e.g. institutional context and capacity, the position within the organisation, and might only occur and be measurable over time. It could be useful to follow-up on the use of knowledge and tools, informally with the counterparts/with a short questionnaire, and possibly link this to the virtual platform and its documentation of policy processes.
Strengthened capacity of relevant stakeholders in target countries to **analyse, design and prioritize** rights-based social policies to reduce inequalities in key dimensions identified by Agenda 2030 (EA2)	I2.1 Percentage of national officers and/or other relevant stakeholders of participant countries acknowledge having increased their social management capacity to analyse, design and prioritize rights-based public policies Target: At least 85%	Average percentage of respondents who indicated that the subjects presented and discussed were useful or very useful for their work at the project capacity building events, was 97,59%.	The target was overachieved.	

Expected accomplishment	Indicator of achievement	Achievements	Assessment of progress	Comments on indicator
	IA 2.2 Number of project countries that have conducted specific analyses to identify priorities for the design and/ or implementation of rights-based public policies Baseline: 0; Target: 3	Haiti has drafted their national policy of social protection and promotion (PNPPS) In Honduras, a technical note to provide the next administration with medium and long-term strategic priorities to face social inequality, has been elaborated and handed over to the new administration in 2022. The new government of Honduras then requested to renew the collaboration with ECLAC, and currently discusses TA oriented to the redesign of the social institutional framework and integration of inequality reduction in it. In Guatemala, a workshop to analyse strategies has been held in May 2022 with government authorities, in which a potential National Policy on Prevention to disasters incorporating Social Protection has been discussed.		See comments to IA1.1 and 1.2 The same three policy processes have been used for all three indicators and for both EAs. This shows the interconnectedness between the different aspects of the projects, and the holistic and efficient response to the requests by the counterparts. With this in mind, future theories of change could be drafted more specifically towards more strategic support in the countries.

[a] The following workshops were included in the target value: 1) Training workshop "Social policies to leave no one behind", Santiago de Veraguas (April 9-10, 2019) 100%; 2) Training workshop "Social policies to leave no one behind", Panama City (April 11-12, 2019) 98.3%; 3) Workshop "Social registers and targeting of social programmes", Santiago (May 14, 2019) 100%; 4) Workshop "National policy of social protection and promotion", Port-au- Prince (June 18-19, 2019) 98%. 5) Online workshop "Social information systems and social registers in Latin America: progress and challenges facing COVID-19" (December 3, 2020) 100%; 6) Workshop "Social Household Registry in Paraguay", virtual meeting (April 29, 2021) 90%; 7) Workshop "Social policy tools and analysis of inequalities to confront the impacts of the COVID-19 pandemic: lessons learned and challenges for building universal, comprehensive, and sustainable social protection systems", virtual meeting (August 26, 2021) 100%; 8) Workshop "Lessons on the use of digital technology in social protection systems: What are the lessons from the COVID-19 crisis and the implications for the future?", virtual meeting (September 27, 2021) 96.2%; 9) National workshop: Social policies, management and institutional frameworks for equality in Honduras, virtual meeting (November 16-17, 2021) 95.8%.

ANNEX 10

EVALUATOR'S REVISION MATRIX

Evaluation of the DA Project 1819AI
"Leaving no one behind in Latin America and the Caribbean: Strengthening institutions for social policy coherence and integration to foster equality"

Evaluation Report Feedback Form: ERG (División de Desarrollo Social)

GENERAL COMMENTS		
REPORT SECTION (if applicable)	**COMMENT**	**EVALUATOR'S RESPONSE**
	I WOULD RECOMMEND PLACING TITLE OF FIGURES ABOVE THE GRAPHS	Thank you for this suggestion. Titles of figures are now placed above the graphs.
SPECIFIC COMMENTS		
PARAGRAPH NUMBER	**COMMENT**	**EVALUATOR'S RESPONSE**
6	ADD MENTION TO THE REGIONAL AGENDA FOR INCLUSIVE SOCIAL DEVELOPMENT	This has been added.
Parr.40 page16	Where it is stated "However, the only interview partner from Guatemala was not present in the first three days of the workshop and could not detail the experience with these presentations", please note that ECLAC representatives used materials from the Platform but did not detail the Platform itself to attendees.	The text now reads, "(…) was not present in the first three days of the workshop, when content from the platform was presented.
44	ADD MENTION TO THE REGIONAL AGENDA FOR INCLUSIVE SOCIAL DEVELOPMENT	This has been added.
60	MAYBE ADD THAT ONE WORKSHOP WAS HELD OUTSIDE THE CAPITAL CITY (SANTIAGO DE VERAGUAS). THIS IS NOT SO COMMON AND HELPS TO EMPAHSYS TERRITORIAL INEQUALITIES IN SOCIAL POLICY DESIGN AND IMPLEMENTATION ETC.	Thank you for this important remark. This is now added to the paragraph and has also been included in the best practices (see paragraphs 58 and 115).
Parr.93, page 32	Where it is stated "In Honduras risks related to the change of government in 2021 only partially materialized" (and elsewhere when the follow up to the collaboration with Honduras), please note that it should be important to insist that, actually in spite of the arrival of new administration from a different political coalition in late 2021, prior positive work with ECLAC enabled a new technical assistance demand in 2022.	This has been changed. Paragraph 94 now says that the risks have not materialized, and gives the mentioned reasons.

Evaluation of the DA Project 1819AI
"Leaving no one behind in Latin America and the Caribbean: Strengthening institutions for social policy coherence and integration to foster equality"

Evaluation Report Feedback Form: ERG (Sede Subregional de la CEPAL en México)

GENERAL COMMENTS		
REPORT SECTION (if applicable)	**COMMENT**	**EVALUATOR'S RESPONSE**
SPECIFIC COMMENTS		
PARAGRAPH NUMBER	**COMMENT**	**EVALUATOR'S RESPONSE**
19	The paragraph mentions that "The extension provided the possibility to hold a national workshop in Guatemala, and to continue technical assistance in Haiti" but the extension also allowed to continue technical assistance in Honduras, and maybe this country should be mentioned too.	Thank you for this comment. This is indeed an important point and has been added to the paragraph (now paragraph 14 in the main text)

Evaluation of the DA Project 1819AI
"Leaving no one behind in Latin America and the Caribbean: Strengthening institutions for social policy coherence and integration to foster equality"

Evaluation Report Feedback Form: PPOD

GENERAL COMMENTS		
REPORT SECTION (if applicable)	**COMMENT**	**EVALUATOR'S RESPONSE**
	We suggest including a list of acronyms.	This has been added (see page iii).
	As discussed, please complete the executive summary along with the final version of the report.	An executive summary has been added (see pages v ff).
	There is no conclusion section. According to the TOR there needs to be a conclusion section following the findings. This can be done by extracting text from the findings section, not necessarily producing new text.	Thank you for this comment. A conclusion section has been added following the findings (see pages 47 ff).
	Please number best practices and lessons learned, as well as recommendations. For recommendations, please indicate the link with corresponding findings/conclusions so that the reader can follow the logic of the report.	Best practices, lessons learned and recommendations are now numbered, and the recommendations are now linked with the findings and lessons learnt.

SPECIFIC COMMENTS		
PARAGRAPH NUMBER	**COMMENT**	**EVALUATOR'S RESPONSE**
Main report		
6	In English, please use Social Development Division (SDD)	This has been changed.
Page 9-10	The description of planned activities takes a lot of space. We suggest reducing or moving to an annex	The description has been moved to Annex 7.
77	Please clarify what is meant by this sentence: *the need to respond to the unequal socio-economic effects of the pandemic were also not very contested*	The paragraph has been rephrased. It now reads: taking the response to Covid-19 as an example, most countries implemented at least some social protection measures to mitigate the effects of the pandemic and restrictions. Yet, as evidenced by the case of Ecuador, politics and the political economy of social protection significantly shaped these responses. In Ecuador, a study carried out in the framework of the project found a low coverage and low sufficiency of cash transfer programs implemented as response to the pandemic, and identified among others that government executives who tried to increase both coverage and sufficiency were held back by opposition parties. While the project focused on technical issues of design and implementation, the political economy of social protection and inequality reduction was rather dealt with in the framework of ECLAC's other work and events, including the Regional Conference on Social Development."

ECLAC

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